



CATTLE STATION STAY
“HOW TO” MANUAL

PART TWO — SUPPLEMENTARY INFORMATION

Document Purpose and Structure

This document has been prepared by Gulf Savannah Development (GSD) as supplementary information to Part 1 of the 'Cattle Station Stay Tourism How To Manual'.

This document is not intended to be a stand-alone document. It should be referred to only after you have familiarised yourself with 'Part 1 – How to Establish a Station Stay Business'. Part 1 of the 'How To' manual makes specific references to sections of this document to assist you to navigate to the parts of this document that are most relevant to you.

The document is structured in three sections. The contents of the sections are described as follows:

- » **Section 1:** This section provides general information that is applicable across any of the Shires located in the Gulf Savannah Region.
- » **Section 2:** This section contains regulatory information that are specific to each Shire. It is only necessary to read the Shire that is applicable to you.
- » **Section 3:** This section provides an example business plan for a fictitious Station Stay business in the Gulf Savannah region.

DISCLAIMER

This publication is for general information purposes only. It is designed to help pastoralists in the Gulf Savannah region to interpret the requirements of establishing a station stay business. It does not replace the need for further consultation and professional advice.

Gulf Savannah Development (GSD) does not guarantee that this publication is comprehensive, without flaw or appropriate for your needs. You are advised to make your own inquiries or seek independent professional advice before relying on anything in this publication. GSD disclaims all liability for any error, loss or damage that may arise as a result of you relying on anything contained in this publication.

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SECTION ONE
GENERAL INFORMATION



1. Strategic Alignment with State, Regional and Local Priorities

Tourism is an important part of rural Australia. It is estimated that approximately 46% of all tourism expenditure is spent in regional areas¹.

As a subset of regional tourism, agritourism has become something of a growing interest amongst many local governments, tourism organisations and peak body associations alike. The benefit of agritourism activities is that they generate ‘spillover’ economic development opportunities in rural communities by bringing tourists into town, encouraging them to stay longer and spend more in the region².

Such activities have also been shown to be growing in popularity amongst tourists, as evidenced by a study conducted by Tourism Research Australia that found that approximately 1.8 million domestic and international tourists visited Australian farms in 2016, with a 5-year growth rate of 9% per annum.

Given the importance of both tourism and agritourism to the economic resilience of many regional communities, development of these sectors is often seen to be a key priority among the Local, State and Federal government agendas. This section of the How To Manual provides a high-level summary of how station stay tourism is aligned to the priorities of such organisations.

1.1 TOURISM HIERARCHY

The diagram below is included to provide the reader with context as to how the various Government-supported tourism organisations function to support a thriving tourism sector. The graphic provides a snapshot of the roles and objectives of the key tourism organisations for the Gulf Savannah region. Each organisation works together to drive tourism demand by marketing Australia and the various sub-regions as the ideal destination for leisure and business travel and events. Savannah Way Ltd and Tourism Tropical North Queensland are the Local Tourism Organisation and the Regional Tourism Organisations, respectively. These organisations work directly with tourism operators and prospective station stay hosts in the region and can be useful advocates for the development of new tourism products in the region.

¹ Source: Tourism Research Australia, The Economic Importance of Tourism in Australia’s Regions, 2011.

² Source: S. Ecker, R. Clarke, S. Cartwright, R. Kancans, P. Please, B. Binks Drivers of Regional Agritourism and Food Tourism in Australia, Australian Bureau of Agricultural and Resource Economics – Bureau of Rural Sciences, 2010.



1.2 KEY STRATEGIC DOCUMENTS

1.2.1 BEYOND TOURISM 2020 STEERING COMMITTEE – REPORT TO GOVERNMENT

In February 2018, the Beyond Tourism 2020 Steering Committee was established to report to the Federal Government on its vision for the future of the tourism, with the view to formulating the new Tourism 2030 strategy³.

The Committee's report signaled a likely goal for overnight visitor expenditure of between \$181 - \$250 billion by 2030. The Committee identified six strategic pillars that will be required to drive growth in tourism to such levels. These strategic pillars and some of the key goals are defined as follows:

1. Drive demand

- Targeted marketing to potential visitors.
- Promoting Indigenous tourism.
- Encouraging regional dispersal to regional centres.

2. Invest in aggregated and segmented data analytics capability

- Enhance data capture methods by using big data opportunities.
- Expand visitor data sets and improve access to tourism data.
- Better profile visitor interests to personalise Australian Itineraries.

3. Address capacity constraints

- Entice investment in accommodation, food and tourist experiences.
- Manage transport links and supporting infrastructure.

4. Harness technology to enhance visitor experience

- Educate industry on technology opportunities.
- Invest in technology solutions.

5. Establish suitably skilled and available workforce

- Promote tourism and hospitality industry career pathways.

b. Build the tourism workforce in regional areas.

6. Build a sustainable tourism industry

- a. Improve business sustainability and productivity.
- b. Uphold sustainability of unique selling propositions (e.g. Indigenous, nature, coastal).
- c. Collaborate across sectors to leverage Australian trade and investment expertise.

All the goals outlined by the committee are relevant to the development of station stay tourism. In particular, promoting Indigenous tourism, encouraging regional dispersal to regional centres, improving access to tourism data, addressing capacity constraints through increased investment and improving business sustainability and productivity represent some of the initiatives that are well-aligned with station stay tourism.

1.2.2 TOURISM AND EVENTS QUEENSLAND STRATEGIC PLAN 2019-2023

TEQ seeks to create value for Queensland's tourism industry by growing overnight visitor expenditure and market share for the State⁴. The organisation defines Queensland's target market as "High Value Travellers" (HVTs), being those visitors who spend more than the average traveller on leisure trips. The strategic plan sets out several strategic priorities, with those pertinent to station stay tourism being:

1. Convert high value travelers from priority markets
2. Marketing the best address on earth. This involves evolving the marketing and brand strategy
3. Connect consumers with meaningful and exceptional experiences by understanding the high value traveller target segment and delivering compelling experience value propositions.
4. Optimise partnerships through growth in partnership with Regional Tourism Organisations.

1.2.3 TROPICAL NORTH QUEENSLAND DESTINATION TOURISM PLAN 2021

Tourism Tropical North Queensland Destination has a vision to "position Tropical North Queensland locally, domestically and internationally as a world-renowned nature-based tourism destination, set in world heritage reef and rainforest, that people everywhere are compelled to visit". The organisation's latest tourism plan outlines the following opportunities and challenges that are pertinent to station stay tourism:

Opportunities:

- » Promotion of Indigenous tourism experiences to ensure TNQ is recognised as Australia's leading Indigenous tourism destination.
- » Further development and promotion of self-drive itineraries across domestic and international source markets.
- » New Infrastructure developments = new product to offer.

Challenges:

- » Reliance on sustainability of two key iconic assets – diversity of region's assets not maximised.
- » A vast region to cover with high costs and difficult access.
- » With respect to the challenges defined above, station stay tourism has the potential to improve visitor perceptions about required effort to travel through the region as it provides more

stopover opportunities throughout the journey. In turn, the greater the amount of regional dispersal that is facilitated through improved perceptions of travel effort will contribute towards diversification of the region's assets.

1.2.4 SAVANNAH WAY TOURISM STRATEGY 2018-2020

Savannah Way Ltd. developed its most recent tourism strategy to guide Local Government and tourism-related businesses on priority areas for focused action. The aim of the strategy is to increase visitors' length of stay, expenditure and positive word-of-mouth recommendations⁵. The tourism strategy provides a SWOT analysis, with the following points being relevant to station stay tourism.

- » A key strength is the increasing diversity of stories and experiences.
- » Opportunities exist to expand shoulder and off-season events.
- » Indigenous experiences present an opportunity for the region.

The strategy further outlines a series of useful actions areas based around tourism marketing, infrastructure, events, partnerships, experience development, training, specific sites and research. The applicable action areas include:

- » Increased caravan/RV park collaboration.
- » Annual Gulf Savannah Tourism Summit
- » Link to agricultural projects and stakeholders
- » Develop Indigenous, birdwatching, fossicking, fishing, astronomy experiences and local food produce offerings.

1.2.5 LOCAL PLANNING (EACH LGA)

The tourism and agricultural priorities of each of the Shire Councils of the Gulf Savannah are detailed in their respective Corporate Plans. The following subsections summarises content that are applicable to station stay tourism.

Croydon Shire Council Corporate Plan 2017-2022

Croydon's Corporate Plan⁶ is structured under the following four themes. Wherever applicable, implementation actions that are relevant to station stay tourism have been detailed as subpoints to each theme.

Theme 1: Economic Development and Infrastructure.

- » Promote birdwatching activities within the Shire.
- » Promote tourism opportunities to small business (i.e. cattle station stay, tours).
- » Showcase Croydon's historical attractions.

Theme 2: Environmental Sustainability.

Theme 3: Corporate Governance and Leadership.

Theme 4: A Healthy, Resilient Community.

Burke Shire Council – Corporate Plan 2019-24

⁵ Source: Gulf Savannah Tourism Strategy 2018-20, Savannah Way Limited.

Burke's Corporate Plan⁷ outlines five key goals aimed at delivering on its vision "to be the model remote Australian community for inclusiveness, integrity, innovation and infrastructure". The goals are summarised as follows:

- » **Community** – promotion of a healthy, inclusive and sustainable communities in the Burke Shire.
- » **Governance** – commitment to financial, asset, environmental and community sustainability through efficient and effective decision-making processes.
- » **Assets** – Making appropriate infrastructure investments to ensure delivery of service to the community.
- » **Environment** – Council acts to promote positive environmental outcomes.
- » **Economy** – A diverse, strong and sustainable economy that provides employment and business opportunities for current and future generations.

The plan further articulates several priority projects which form the focus of the plan's five-year span. The projects relevant to tourism and economic development are the development of Burketown Mineral Baths and local food production.

Specific to the "Economy" goal, one of the key activities that is highlighted is to "support growth of the tourism economy in Burke Shire and recognise its value to the region".

Etheridge Shire Council 2018-23 Corporate Plan

Etheridge Shire's Corporate Plan⁸ articulates the Shire's vision towards "unearthing Etheridge's future to create a future beyond rates, roads and rubbish". Seven strategic priorities are defined, these being:

1. Developing a resilient transport infrastructure and connectivity to support current and future industry.
2. Developing reliable potable and irrigation water supplies for residential and economic development.
3. Managing the natural assets, environment and economy for tourism and economic development.
4. Developing equitable social infrastructure, to make townships a desirable place to live.
5. Improving communication infrastructure and mechanisms within the Shire.
6. Undertaking selective commercial services.
7. Delivering organisational excellence and governance.

The Shire notes in the Corporate Plan that the potential economic success of its natural assets can be driven by growth in tourism and agriculture. Some of the key objectives of the third strategic priority are to:

1. Support the rural industries through infrastructure, skills development, income diversification and advocacy.
2. Establish a geo-tourism strategy and Tourism Plan.
3. Promote growth of the tourism market in partnership with stakeholders.

⁶ Source: Croydon Shire Council Corporate Plan 2017-2022, www.croydon.qld.gov.au

⁷ Source: Burke Shire – Corporate Plan 2019-24, www.burke.qld.gov.au

⁸ Source: Etheridge Shire Council 2018-23 Corporate Plan, www.etheridge.qld.gov.au

Carpentaria Shire Council Corporate Plan 2017-2022

Carpentaria's Corporate Plan⁹ details eight strategic themes that Council will focus on to achieve its long-term vision for the area. The theme and associated goals are defined as follows:

1. **Culture** – A responsive Council with focus on innovation and safety through collaboration and opportunity.
2. **Community** – A safe, healthy and equitable community that celebrates diversity and enjoys a quality lifestyle.
3. **Natural Environment** – The region's environmental assets including natural areas and resources, open space and agricultural lands, are conserved and enhanced for future generations.
4. **Built Environment** – Well-managed, integrated and connected growth, respecting community, environmental and heritage values.
5. **Infrastructure and Asset Management** – A well-planned and maintained infrastructure network that is sustainable and enhances local character and identity.
6. **Economy** – A dynamic and diverse economy creating industry development and employment opportunities.
7. **Governance** – A well-governed, responsive Council, providing effective leadership and management, and respecting community values.
8. **Innovation and Technology** – Investing in innovation and technology which sustainably improves service delivery.

Within the "Economy" theme, the shire outlines a key priority that "Carpentaria Shire is recognised as a unique tourist destination". The Strategic action that is aligned with this priority is to "Promote and develop Carpentaria shire as a unique destination and to manage tourism in a sustainable way.

1.3 OTHER RELEVANT DOCUMENTS AND NATIONAL INITIATIVES

1.3.1 THE BEACH, BUSH AND BEYOND: UNDERSTANDING REGIONAL DISPERSAL OF AUSTRALIAN TOURISTS

In 2019, Tourism Research Australia, in partnership with tourism organisations from every state and territory, commissioned Deloitte Access Economics to undertake research into travel behaviors, patterns, trends and sentiment. The research was undertaken with the intention of gaining a greater understanding of the motivations for, and barriers to, regional dispersal¹⁰. The report notes that tourism contributes 4.2% to regional Australia's gross regional product compared to only 2.7% in capital cities and the Gold Coast. Accordingly, encouraging more Australians and international visitors beyond the capital cities and major centres is a major priority for the Australian tourism industry.

Some of the key findings from the report are detailed as follows:

- » Regional dispersal is shallow for all visitors
 - » Regional visitation is concentrated in destinations close to capital cities and coastal centres.
- » Nature-based offerings bring visitors from far and wide
 - » Nature-based activities and bucket list holidays were the second and third most popular reasons for regional visitation.

⁹Source: Carpentaria Shire Council Corporate Plan 2017-2022, www.carpentaria.qld.gov.au

¹⁰Source: Tourism Research Australia, The Beach, Bush and Beyond: Understanding Regional Dispersal of Australian Tourists, 2019; Deloitte Access Economics, Understanding visitor regional dispersal in Australia, 2019.

- » Time and money matters
 - » Time and money were the top constraints for domestic travellers who had not visited regional Australia in the past two years.

Two recommendations that arose from the study were to “demystify time and distance” and to “put the pieces of the journey together”. The first of the two recommendations suggests breaking up regional Australia into manageable ‘chunks’, whilst the second recommendation suggests working collaboratively across regions to develop joint marketing strategies.

These recommendations are highly pertinent to station stay tourism in the Gulf Savannah region given that it provides a mechanism to break up the drive route into more manageable ‘chunks’. As exemplified in the case study featured Part 1 of the How To Manual (‘Mid-West Outback Station Stays’ collaboration), further opportunities exist to collaborate with other station stay hosts to create station stay trails that are aimed at drawing visitors further into the region.

2. The Market for Station Stay Tourism

2.1 TOURISM MARKET AND OUTLOOK

2.1.1 AUSTRALIAN TOURISM

At the time of preparation of this manual, the COVID-19 pandemic had forced the closure of national, state and regional borders to minimise the rate of transmission. The Federal and State Governments also implemented a series of social distancing measures, which limited gathering sizes and forced the temporary closure of many hospitality and tourism-related businesses. In the short term, industry revenue is likely to decline in 2020-21, due to the Federal Government's likely continuation of its restrictions on international travel to Australia over a significant proportion of the year and potentially into 2021. Yet despite the immediate negative impact posed by COVID-19, tourism in Australia projected to recover strongly and expand over the next five years. Accordingly, industry revenue anticipated to grow at an annualised rate of 5% over the five years through 2024-2025.

The easing of lockdown measures within individual states is already starting to see domestic tourism activity start up again. This is reflected in consultations with station stay operators in late June 2020 – coinciding with the easing of domestic travel and social distancing restrictions – where business owners almost universally indicated a spike in demand from inter-regional travellers. Tourism businesses are expected to heavily rely on domestic leisure travellers in 2020-21. Once international travel restrictions start to ease, then the industry should start to see a more pronounced recovery.

The total number of domestic visitor nights is forecast to reach 364.0 million nights in 2020-2021, a 9.7% increase over the previous year (refer to graph included below)¹¹. Further, demand for scenic and sightseeing activities is anticipated to increase strongly, with a projected peak growth of 23% in 2020-2021 from previous year levels. Critically, these forecasts are highly contingent on the outbreak of COVID-19 not becoming a long-term factor and continuing to restrict tourism activity over the period. It should also be noted that the economic shocks due to COVID-19 is likely to be ongoing to some degree, with negative consumer confidence and a rise in unemployment working to possibly constrain revenue growth over the short term.

¹¹ Source: IBISWorld Business Environment Report B3117 – Domestic tourist visitor nights, March 2020.

Visitor Nights



The Australian dollar is anticipated to remain weak over the next five years which will encourage more international visitors to travel to Australia once the international border reopens. However, more pertinent for the region is the fact that the weak dollar is also forecast to limit outbound tourism and support growth in domestic tourist visitor nights.

Overall, projections for rising tourism activity in Australia is anticipated to boost industry profitability over the next five years given that tourism operators likely to benefit from having a greater pool of potential customers.

Changing demographics could be a key driver for increased tourism in the Gulf Savannah¹²

Changing domestic demographic trends are likely to support the region over the next five years, noting that approximately 80% of leisure visitors to the Gulf Savannah region are aged 50 years or older¹³. Older domestic travelers are projected to become more numerous, with the number travellers over the age of 50 forecast to grow at a faster rate than the overall population over the period. This is due to several factors, including medical advances boosting life expectancy and quality.

Importantly, baby boomers typically engage in a higher degree of domestic travel compared with international travel. As retirees tend to have more free time and discretionary income than most other age groups, an expansion of this age demographic will likely boost demand for station stay tourism.

A caveat to the trend noted above is that older demographics are less likely to resume travel activity as quickly as their younger counterparts once government restrictions are lifted, due to ongoing fears of the virus, limiting the recovery in demand from this market. It is possible that this may have the undesirable effect of acting as a drag on tourism in the region for several years to come.

¹² Source: IBISWorld Industry Report H4409 – Caravan Parks, Holiday Houses and Other Accommodation in Australia, April 2020.

¹³ Source: Gulf Savannah Development Tourism Survey Report, March 2018.

Technology and consumer preferences¹⁴

Technology is projected to continue disrupting the tourism industry over the next five years. Digital platforms that make up the sharing economy have already affected many industry segments. For example, Airbnb is increasingly expanding its influence in regional areas and is offering more tourism experiences in addition to accommodation. These disrupting platforms are likely to put further pressure on traditional tourism companies over the next five years.

Industry players are anticipated to enhance their digital presence and boost their technology capabilities over the next five years as technology becomes an increasingly important part of providing tourism services. Many Australian tourism companies such as accommodation providers and travel agencies are likely to build up their social media platforms. These companies will also likely work with “social media influencers” on marketing and promotional campaigns to try to boost demand. In addition, more tourism companies in regional areas are projected to provide easy payment options for domestic and inbound tourists by offering contactless payment options.

Future opportunities and challenges

The Australian Government’s Tourism 2020 campaign is due to be replaced by its new Tourism 2030 project, which is forecast to commence in January 2021. Tourism 2030 aims to help Australian tourism businesses through projected increases in total visitor nights and tourist spending. The Tourism 2030 project will likely focus on tactics such as improving tourism infrastructure, streamlining cumbersome regulation, and developing marketing campaigns. These are all factors that are relevant to station stay tourism in the Gulf Savannah region.

Public concerns about environmental issues are forecast to rise over the next five years. This trend is anticipated to increase demand for ecotourism, which will likely provide significant opportunities for industry players, particularly those operating scenic and sightseeing tours. These concerns will also likely increase tourism to environmentally sensitive areas.

2.2 STATION STAY SEGMENT PERFORMANCE

Sector-specific data on station stay tourism in Australia is extremely limited due to its relatively small market size. Accordingly, the following sub-sections detail the performance of the “Caravan Parks, Holiday Houses and Other Accommodation” industry¹⁵. Where relevant, further insights are provided into the “Bed and Breakfast” industry segment which can be treated as a proxy for station stay segment performance.

2.2.1 INDUSTRY REVENUE

The total industry revenue for providers of caravan parks, holiday houses, holiday parks, hostels, camping grounds and B&B accommodation has fallen at an annualised 3.5% over the five years through 2019-20, to total \$2.6 billion. Whilst there are numerous contributors to the industry’s weak performance, including intense competition from accommodation-sharing networks and online price aggregator websites, the primary driver is the global outbreak of COVID-19 which is expected

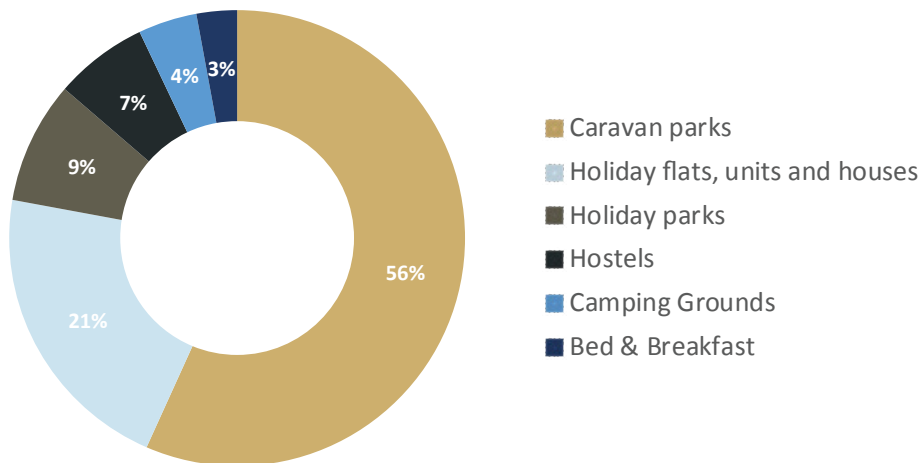
¹⁴ Source: IBISWorld Industry Report X0003 – Tourism in Australia, March 2020.

¹⁵ Source: IBISWorld Industry Report H4409 – Caravan Parks, Holiday Houses and Other Accommodation in Australia, April 2020.

to result in a revenue decline of 23.6% in the current year.

The following chart provides a market share breakdown for this industry, showing caravan parks to account for the largest proportion of industry revenue.

Product Segmentation



Details of the segments relevant to station stay accommodation are provided below:

Caravan parks

The caravan park segment includes self-contained cabins, short-term powered sites, and longer-term accommodation.

Self-contained cabins account for the largest portion of revenue in this segment, offering a much higher yield per square metre than a powered site.

Short-term powered sites also account for a significant portion of revenue, as almost all caravans require power hook-ups. Growing demand from travellers with caravans has boosted demand for short-term powered sites over the past five years, which has contributed to this segment increasing as a share of industry revenue.

Camping grounds

The camping ground segment captures traditional unpowered camping grounds, which have declined in number over the past decade due to a growing preference for sites that allow travellers to power phones, lights and cooking equipment. Nevertheless, strong demand still exists for these sites, particularly from urban travellers looking for nature tourism experiences. Accordingly, this segment has remained relatively stable as a share of industry revenue over the past five years.

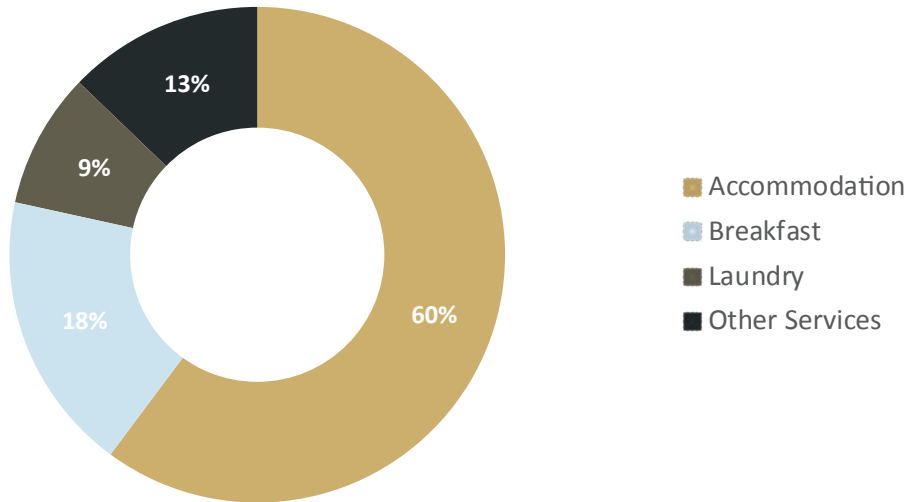
Bed and breakfast accommodation¹⁶

B&B accommodation accounts for the smallest share of industry revenue. This form of accommodation tends to be more expensive than other industry accommodation, as they typically provide private rooms along with a full breakfast. Similar to most station stay offerings, B&B owners typically live on premises and offer hotel-type amenities themselves. The segment has slightly declined as a share of industry revenue over the past five years due to rising competition from Airbnb properties. For a remote region such as Gulf savannah, which has limited Airbnb

¹⁶ Source: IBISWorld Industry Report OD5376 – Bed and Breakfast Accommodation in Australia, January 2020.

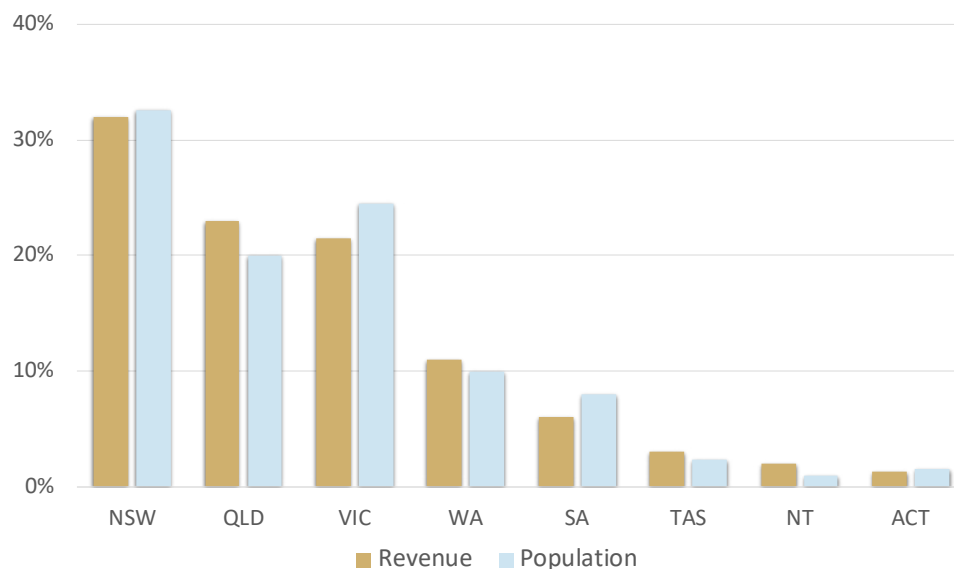
offerings, this factor would be less applicable compared to more populated areas. Industry revenue for B&B accommodation is expected to be approximately \$96.5m for the current year. Revenue segmentation for the B&B industry is as follows:

B&B Revenue By Service — \$96.5m Industry Revenue (2020)



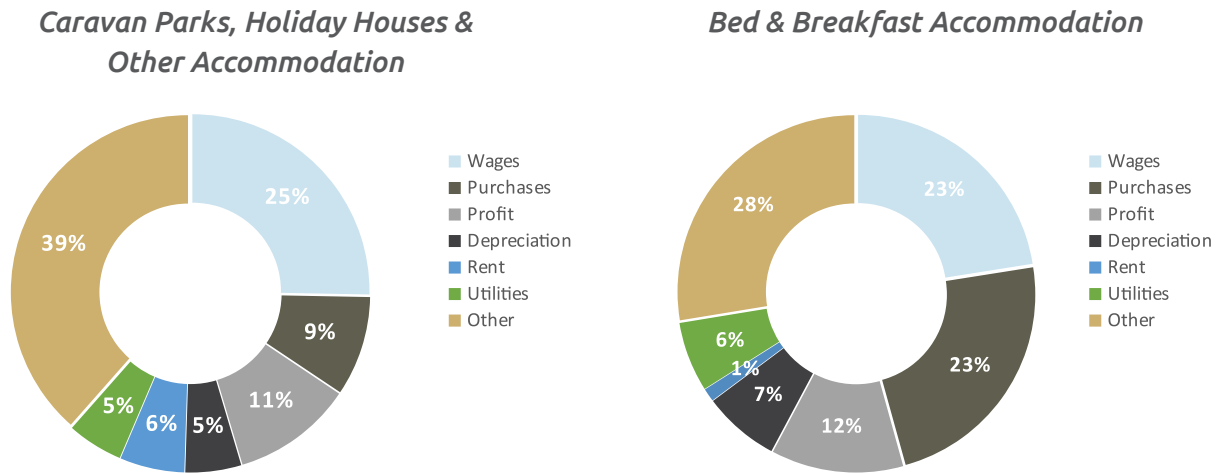
The geographic spread of industry revenue correlates strongly with population distribution and domestic tourism activity. Queensland has the second highest share of revenue at approximately \$600m in the current year, with this being attributed to major tourist attractions and favourable year-round climates. The chart below presents the geographic spread of industry revenue compared to population.

Distribution of Revenue vs Population



2.2.2 INDUSTRY COST STRUCTURE AND PROFITABILITY

For comparison, the cost structures of the Caravan Parks, Holiday Houses and Other Accommodation industry and the B&B segments are provided below.



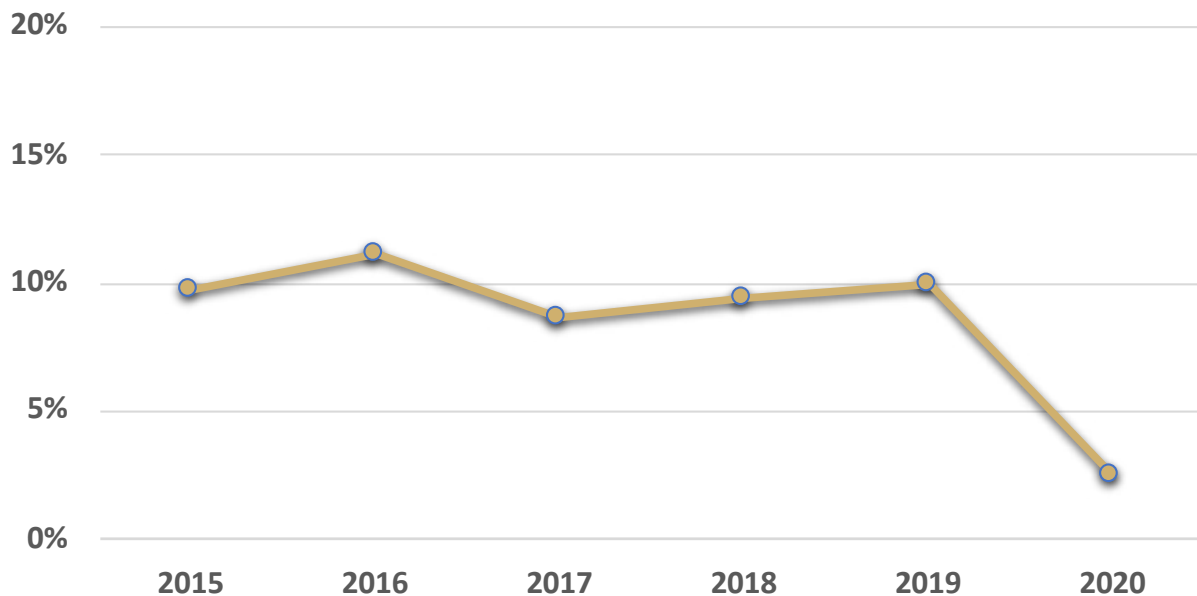
Typically, purchases are one of the largest expenses for B&B operators, and generally comprise food and beverages for breakfast, and cleaning products to ensure rooms are fit for use after a customer has departed. Other supplies may include bedding products such as sheets, blankets, towels and pillows. Meanwhile, purchases for the broader Caravan Parks, Holiday Houses and Other Accommodation industry are low by comparison, as most establishments have minimal requirements such as tea, coffee and drinks for vending machines. The overall purchase costs have increased as a share of industry revenue for both segments over the past five years, as more operators have aimed to differentiate themselves and provide improved service to customers in the face of intensifying competition.

‘Other costs’ for each segment includes promotions and advertising, rent, general administrative costs, telecommunications expenses, commissions to travel agents and booking websites, and expenditure on insurance and security. For the B&B segment, most establishments have low rental costs as they mostly provide accommodation in premises that they own. However, rental costs for the segment have increased on average over the past five years, as high property prices have encouraged new entrants to use rental properties for B&B purposes, provided that their rental agreement allows them to do so. Overall, ‘other costs’ have increased as a share of industry revenue over the past five years, mostly due to the rise in rent costs.

In terms of the Caravan Parks, Holiday Houses and Other Accommodation industry as a whole, profit varies among industry operators depending on a business’s operating structure. For example, many bed and breakfast (B&B) properties draw their wages from profit instead of assigning themselves a traditional wage, which boosts profitability at the expense of wages. As reflected in the chart below, industry-wide profitability has decreased in recent years, largely due to heightened internal and external competition. A particularly relevant factor is the growth of

accommodation-sharing networks, such as Airbnb, which has pressured industry participants to reduce prices, thereby lowering profit margins. The global outbreak of COVID-19 and the resulting lack of tourism activity in 2019-20 have further reduced profit margins across the industry.

Profit as a share of revenue 2015-2020



3. Business Structures – Advantages & Disadvantages

3.1 SOLE TRADER

The advantages and disadvantages of being a sole trader are:

Advantages:

- » It is inexpensive and simple to set up and operate
- » You have full control over your assets and business decisions
- » You own all your business's profits and assets.
- » There are fewer reporting requirements.
- » Minimal statutory provisions and government regulations govern how you operate your business.
- » You are not required to disclose your profits to the public (more privacy).
- » It is simpler to run tax-wise as it allows you to use your individual tax file number (TFN) to lodge tax returns.
- » There are no retained earnings to complicate tax.
- » Disbanding is relatively simple. You keep all after-tax gains if you sell the business.
- » It does not require a separate business bank account; However, this is recommended to make it easier to keep track of your business income and expenses

Disadvantages

- » You have unlimited liability, so you risk losing personal assets (home, vehicle, etc.) if you cannot repay your debts.
- » You are personally liable to pay tax on all the income derived. You also pay tax at your marginal tax rate, which may be higher than the company tax rate.
- » You need to set aside money to pay tax, otherwise you risk having cashflow problems.
- » The structure does not allow you to split profits or losses made with family members.
- » The business structure limits opportunities for expansion.

3.2 PARTNERSHIP

The advantages and disadvantages of having a partnership structure are:

Advantages

- » Partnerships are relatively easy and inexpensive to establish compared to companies.
- » The structure combines the resources and expertise of several people.
- » Simple to administer. Profits and losses are shared between partners according to their share.

- Minimal reporting requirements.
- No requirement to disclose profits to the public (privacy).
- Changing the legal structure (i.e. to company) at a later stage is relatively simple.

Disadvantages

- Control and management of the business is shared.
- All partners are personally responsible for business debts, and each individual partner is liable for debts incurred by other partners.
- Tax is charged at the personal tax rate.
- Personal conflicts may interfere with business.
- Difficult for partners to transfer ownership unless the other partner(s) agree.

3.3 COMPANY

The advantages and disadvantages of having a company structure (particularly a private company which is the relevant structure for a station stay business) are:

Advantages

- » A company is a distinct legal entity; Shareholders can only lose the value of their shares and are not liable for the company's debts.
- » Legal arrangements are in the company's name, not in the name of its directors and managers.
- » The business structure ensures continuity of management and ownership in the event of death or debilitation of key people.
- » Company tax rates are lower than the highest rates for individuals.

Disadvantages

- » A company is a more complex business structure to start and run.
- » It involves higher set up and running costs than other structures as they are more regulated than other structures.
- » It requires directors to understand and comply with all obligations under the Corporations Act 2001. If a director does not comply, they may be held personally liable for the company's debts.
- » A company structure means that business operations are controlled by directors and owned by the shareholders
- » Lenders may be reluctant to lend money with proprietary limited companies unless directors or shareholders provide personal guarantees.
- » Profits distributed by companies to shareholders are taxable.

3.4 TRUST

The advantages and disadvantages of having a trust structure are:

Advantages

- » Provides asset protection and limits liability for the business.
- » They separate the control of an asset from the owner of the asset, hence they may be useful for

protecting the income or assets of a young person or a family unit.

- » They are very flexible for tax purposes. Income and capital gains can be distributed among beneficiaries.
- » Beneficiaries pay tax on income they receive from a trust at their own marginal rates.

Disadvantages

- » Cost is significantly higher than establishing sole traders and partnerships.
- » It is a complex legal structure which must be established by a solicitor or accountant.
- » It requires a formal trust deed that outlines how the trust operates. Operation of the business is limited to the conditions outlined in the trust deed.
- » There are extensive regulations that trusts must comply with.
- » Losses derived in a trust are not distributable and cannot be offset by beneficiaries against other income they may have.
- » Trusts cannot retain profits long-term without being subject to penalty rates of tax.

4. Key Organisations

Once you have established your station stay business, it is likely that you will benefit from the support of broader industry networks. Not only can they support your marketing efforts in various ways, but they often also lobby for positive change in the industry. In fact, these organisations are likely to be of significant value to you even before you establish your business as they are a great source of information, helpful tips and advice on how to navigate the setup process. The following subsections outline the key organisations relevant to station stay tourism in the Gulf Savannah region.

4.1 BED & BREAKFAST & FARMSTAY ASSOCIATION OF FAR NORTH QUEENSLAND

The Bed & Breakfast & Farmstay Association of Far North Queensland (BNBNQ) was established in 1994 by David Nelson and 14 other members. While the initial intention was to build an online sales platform for B&B establishments, the 47 member-strong association soon grew to have a broader purpose. The activities of BNBNQ encompass the following:

- » Being a united voice to lobby Government and Industry groups.
- » Identifying B&B and Farmstay/station stay establishments operating in the region.
- » Developing uniform standards across its membership base.
- » Developing co-operative marketing opportunities through its website.
- » Facilitating industry training through workshops and seminars.
- » Facilitating member networking and cooperation.

Membership costs approximately \$100. However, becoming a member also requires adherence to a code of conduct which defines a minimum level of public liability insurance, hygiene procedures, advertising requirements, among other requirements. Members receive industry updates, a phone contact list of other members, a list of insurance brokers who specialise in B&B policies, and various website marketing opportunities, including being a featured property on the BNBNQ website.

4.2 BED & BREAKFAST & FARMSTAY QUEENSLAND

Bed & Breakfast and Farmstay Queensland (BBFQ) is the State industry peak body representing operators of B&B and farmstay/station stay offerings.

The organisation was established in 2004, offering members a wide range of benefits which includes negotiating trade arrangements with suppliers to deliver services as cost effectively as possible. Member properties are listed on BBFQ's website as a free component of membership, with access to relevant industry information and links to industry partners. Further benefits include:

- » BBFQ produces a monthly electronic newsletter for members to inform of local tourism trends, BBFQ activities and promotional activities.
- » The organization facilitates training opportunities for members
- » BBFQ actively lobbies government and industry groups.
- » Annual printed guides are produced and distributed throughout visitor centres throughout Queensland, Brisbane domestic and international airports and most regional airports. Every member is featured in the guide.

4.3 FARM STAY AUSTRALIA

Farm Stay Australia (FSA) was started in 2011 by Dianne Watson to help farmers market their accommodation offerings. Dianne is passionate advocate for farm stay experiences and regularly travels to farmstays and station stays across the country.

As opposed to a booking platform, Farm Stay Australia is an online directory. It features farmstay businesses across the country who sign up to become members. The cost of joining FSA is \$165 to be listed on the online directory. Premium membership is also offered which includes being featured in two Facebook posts each month, in addition to being listed on the online FSA directory.

4.4 AUSTRALIAN REGIONAL TOURISM LTD.

Australian Regional Tourism Ltd (ART) is a peak body that represents regional tourism stakeholders. As well as offering collaboration and networking opportunities, the member-driven organization promotes regional development through regionally focused research, destination management planning, product development, marketing and the development of skilled human resources.

Notably, ART has defined several priority issues in collaboration with State and Territory-based Tourism Organisations that they have committed to work together on. These priority issues are:

- » Enabling infrastructure;
- » Providing strategic advice;
- » Reliable and useful tourism data;
- » Regional dispersal of growing international markets;
- » Skills shortages; and,
- » Product development.

All of these priority issues are important and relevant to station stay tourism. In fact, one of ART's current R&D projects is focused around Agritourism, with the specific aim to "reinvigorate regional and rural communities through the sustainable and holistic development of agritourism product and experiences that encourage greater visitor dispersal". Three objectives of the project are:

1. To develop a national strategy for agritourism in Australia
2. Design and build capacity building tools to inspire farmers, help them determine their

involvement in agritourism and assist them to develop competitive and sustainable agritourism product.

3. Raise the profile of agritourism among target markets through communications and marketing.

Membership starts at \$261 for small businesses with fewer than five full-time staff. Benefits include:

- » Discounted delegate convention registration
- » Access to ART support on regional tourism issues
- » Advocacy or regional tourism at a national level
- » Use of ART member logo
- » Nominate candidates and vote at board elections
- » Logo listed on ART website.

5. General Regulatory Information

5.1 EXAMPLES OF ADDITIONAL LICENCES/APPROVALS

5.1.1 DO YOU INTEND TO SERVE MEALS BY ORDER?

If the answer is yes, you may require a Food Business Licence administered by your local Council. The application requirements will vary by Council, but are likely to include the following:

- » A Food Safety Supervisor must be nominated by the food business
- » Requirements must be met for the design and fit-out of food premises.
- » Food handlers must have skills and knowledge in food safety and hygiene.

Further resources can be found at:

Legislation

- » <https://www.legislation.qld.gov.au/view/html/inforce/current/act-2006-003>
- » <https://www.legislation.qld.gov.au/view/html/inforce/current/sl-2016-0122>

Other information:

- » www.health.qld.gov.au/foodsafety
- » www.foodstandards.gov.au
- » <https://www.health.qld.gov.au/public-health/industry-environment/food-safety>

5.1.2 DO YOU INTEND TO SERVE ALCOHOL?

If you answered yes, a “commercial other (subsidiary on premises) liquor licence” may be required. This licence is administered by the Office of Liquor and Gaming Regulation (OLGR).

The likely requirements for application are:

- » Applicant must be deemed a “fit and proper or suitable person” (refer to resources below);
- » Completed Form 1: Application for a liquor licence;
- » Completed Form 5: Personal details schedule for everyone who is a party to the application;
- » Completed form 6: Application for the registration of financial interest;
- » A Layout plan (scale 1:100);
- » A location plan;
- » Town planning consent;
- » A current title search;
- » A registered plan of survey;
- » A company extract showing all current directors (only if the applicant is a corporation);

- » A risk-assessed management plan (upon request);
- » A community impact statement (upon request);
- » A menu if you plan to serve food;
- » Criminal history assessments (upon request); and,
- » Signage to notify community of application for licenced premises (however this is unlikely to be required in remote locations).

Note: relevant forms can be found at <https://www.publications.qld.gov.au/dataset/liquor-licensing-and-compliance-forms>

In some instances, an “approved manager” is required to be present or reasonably available if the individual licensee is not on site. A separate application process is required to become an approved manager with application fees totalling approximately \$571. In the context of Station Stay accommodation, this requirement may be exempt if the establishment is considered a “low-risk” premise. Refer to resources below for further information.

Individual licensees and approved manager must have a current responsible management of licenced venues (RMLV) certificate. Obtaining this certification requires in-person or video conference training over a minimum of 10 hours. The RMLV certificate remains current for 3 years. Further resources can be found at:

Legislation

- » <https://www.legislation.qld.gov.au/view/html/inforce/current/act-1992-021>
- » <https://www.legislation.qld.gov.au/view/html/inforce/current/sl-2002-0212>

Guideline 07: Fit and Proper or suitable person

- » <https://www.business.qld.gov.au/industries/hospitality-tourism-sport/liquor-gaming/liquor/liquor-guidelines/fit-proper-person>

Approved Manager (liquor) – Queensland

- » <https://ablis.business.gov.au/service/queensland/approved-manager-liquor-/35385>
- » <https://www.business.qld.gov.au/industries/hospitality-tourism-sport/liquor-gaming/liquor/liquor-guidelines/approved-managers>

RMLV Certificate

- » <https://www.business.qld.gov.au/industries/hospitality-tourism-sport/liquor-gaming/liquor/training/management-compliance/management-training>

5.1.3 WILL YOU BE CONDUCTING WILDLIFE TOURS OR BE FACILITATING INTERACTIONS WITH WILDLIFE?

If the answer is yes, you are likely to require a “commercial wildlife licence (wildlife interaction)”.

- » Licences may not be required if wildlife encounters are opportunistic or random in nature.
- » The Department of Environment and Science offers pre-lodgement assistance with project managers to discuss the nature of your application.
- » To apply:
 - » Prior to application, you must have an approved interaction plan; and,

- » Complete the required application form.

Visit the following site to access the relevant application forms and instructions:

<https://environment.des.qld.gov.au/licences-permits/plants-animals/commercial-use-animals/commercial-interaction>



SECTION TWO

LGA-Specific Information





01 Etheridge

1.1 ACCOMMODATION LICENCES/APPROVAL

Accommodation licences and/or approval to use land for certain station stay accommodation types are typical requirements for station stay businesses. These licences and approvals are administered by each of the local councils and are regulated by the local Council laws.

1.1.1 ACCOMMODATION IN PERMANENT STRUCTURES (GUEST HOUSE, B&B, CABINS, ETC)

The relevant local laws and subordinate local laws are provided below:

- » Etheridge Shire Council – Local Law No. 1 (Administration) 2011
- » Etheridge Shire Council – Subordinate Local Law No. 1 (Administration) 2014

Documents can be accessed via the following link:

- » <https://www.etheridge.qld.gov.au/forms-and-publications/local-laws>

1.1.2 ACCOMMODATION IN TEMPORARY STRUCTURES (TENT SITES, CARAVAN SITES, ETC)

The relevant local laws and subordinate local laws are provided below:

- Etheridge Shire Council – Local Law No. 1 (Administration) 2011
- Etheridge Shire Council – Subordinate Local Law No. 1 (Administration) 2014
- Etheridge Shire Council – Subordinate Local Law No. 4 (Local Government Controlled Areas, Facilities and Roads) 2014

Documents can be accessed via the following link:

- <https://www.etheridge.qld.gov.au/forms-and-publications/local-laws>

1.2 LICENCE TO ERECT SIGNAGE VISIBLE FROM THE ROAD

If you are planning to erect a sign to promote your station stay business and it is visible from the road then you may need to apply to your local Council for a licence to do so. The requirements for licensing can be found in the local laws and subordinate local laws relevant to each Council.

Relevant documents:

- Etheridge Shire Council – Local Law No. 1 (Administration) 2011
- Etheridge Shire Council – Subordinate Local Law No. 1 (Administration) 2014
- Etheridge Shire Council – Subordinate Local Law No. 4 (Local Government Controlled Areas, Facilities and Roads) 2014

Documents can be accessed via the following link:

- <https://www.etheridge.qld.gov.au/forms-and-publications/local-laws>

1.3 PLANNING APPROVAL/DEVELOPMENT APPLICATIONS

To determine if a planning application is required it is necessary to determine what land use definition the proposed development falls under. The Tables of Assessment in each Planning Scheme determine whether a planning assessment and/or approval is required, depending upon the zoning of the land.

1.3.1 LAND USE DEFINITIONS

Etheridge Shire has a Planning Scheme prepared under the Planning Act 2016 that mandates land use definitions across Queensland. The following land use definitions are applicable to low key tourism ventures on rural properties in Etheridge.

Bed & Breakfast

USE TERM	DEFINITION	EXAMPLES	NOT EXAMPLES
Home – based business	A dwelling used for a business activity where subordinate to the residential use.	Bed and breakfast Home office Home based childcare	Hobby, office, shop, warehouse, transport depot

Cabins, Tents and Huts, associated and integrated with conservation, environmental and heritage values

The Nature-based tourism definition applies:

USE TERM	DEFINITION	EXAMPLES	NOT EXAMPLES
Nature-based tourism	<p>The use of land or premises for a tourism activity, including tourist and visitor short-term accommodation, that is intended for the conservation, interpretation and appreciation of areas of environmental, cultural or heritage value, local ecosystem and attributes of the natural environment.</p> <p>Nature-based tourism activities typically:</p> <ul style="list-style-type: none"> » maintain a nature-based focus or product » promote environmental awareness, education and conservation » carry out sustainable practices. 	Environmentally responsible accommodation facilities including lodges, cabins, huts and tented camps	Environment facility

Farm Stay, Cabins, Backpacker's Accommodation, Guesthouse

The Short-term accommodation definition applies:

USE TERM	DEFINITION	EXAMPLES	NOT EXAMPLES
Short-term accommodation	<ul style="list-style-type: none">» Premises used to provide short-term accommodation for tourists or travellers for a temporary period of time (typically not exceeding three consecutive months) and may be self-contained.» The use may include a manager's residence and office and the provision of recreation facilities for the exclusive use of visitors.	Motel, backpacker's accommodation, cabins, service departments, hotel, farm stay	Hostel, rooming accommodation, tourist park

Caravan Park, Camping Ground and Holiday Cabins

The Tourist park definition applies:

USE TERM	DEFINITION	EXAMPLES	NOT EXAMPLES
Tourist Park	<ul style="list-style-type: none">» Premises used to provide for accommodation in caravans, self-contained cabins, tents and similar structures for the public for short term holiday purposes.» The use may include, where ancillary, a manager's residence and office, kiosk, amenity buildings, food & drink outlet, or the provision of recreation facilities for the use of occupants of the tourist park and their visitors, and accommodation for staff.	Camping ground, caravan park, holiday cabins	Relocatable home park, tourist attraction, short-term accommodation, non-resident workforce accommodation

1.3.2 LEVELS OF ASSESSMENT – RURAL ZONE¹⁷

Home based business (Bed and Breakfast)

This category of land use is an accepted development. No planning approvals are required, PROVIDED:

1. Staff is limited to the owner and 2 employees; and
2. Does not exceed more than 3 bedrooms; and
3. Is not located in a Flood hazard area or a Bushfire prone area (Planning Scheme mapping).

If non-compliant with the specific criteria 1, 2 & 3, listed above, then a Code assessable planning application for Material Change of Use is required to be lodged with Council and will be assessed against the Rural zone code and the General development code of the Planning Scheme.

Nature -based tourism (Cabins, Camping, Parking for RV's and associated with a nature- based tourism experience)

This category of land use is an accepted development subject to requirements. No planning approval is required, PROVIDED:

1. 16 patrons or less per day; and
2. No more than 4 accommodation structures facilitate overnight stays; and
3. Compliance with the relevant provisions of the Rural zone code and the General development code.

If compliant with specific criteria 1 & 2, listed above but non-compliant with relevant Acceptable Outcomes in the Codes listed in 3 (i.e. refer to sections 1.3.3 and 1.3.4 below), then a Code assessable planning application for Material Change of Use is required to be lodged with Council. If non-compliant with specific criteria 1, 2 & 3 listed above, then an Impact assessable planning application for Material Change of Use is required to be lodged with Council and it will be assessed against the whole of the Planning Scheme and requires public notification.

Short-term accommodation (Farm Stay, Backpackers, Cabins, Motel)

This category of land use is an accepted development subject to requirements. No planning approval is required, PROVIDED:

1. 16 patrons or less per day; and
2. Compliance with the relevant provisions of the Rural zone code and the General development code.

If compliant with specific criteria 1, listed above but non-compliant with relevant Acceptable Outcomes in the Codes listed in 2 above (i.e. refer to sections 1.3.3 and 1.3.4 below), then a Code assessable planning application for Material Change of Use is required to be lodged with Council. If non-compliant with specific criteria 1 & 2, listed above, an Impact assessable planning application for Material Change of Use is required and it will be assessed against the whole of the Planning

¹⁷Note: in the Carpentaria Shire Planning Scheme some of the terminology is different, as it is an IPA Planning Scheme; the terminology has been changed for the sake of consistency

Scheme and requires public notification.

Tourist Park – (Camping Ground, Caravan Park and Holiday Cabins)

This category of land use is an accepted development subject to requirements. No planning approval is required, PROVIDED:

1. 16 patrons or less per day; and
2. No more than 4 accommodation structures built to facilitate overnight stays; and
3. Compliance with the relevant provisions of the Rural zone code and the General development code.

If compliant with specific criteria 1 & 2, listed above, but non-compliant with relevant Acceptable Outcomes in the Codes listed in 3 above (i.e. refer to sections 1.3.3 and 1.3.4 below), then a Code assessable planning application for Material Change of Use is required to be lodged with Council. If non-compliant with specific criteria 1, 2 & 3, listed above, an Impact assessable planning application for Material Change of Use is required and will be assessed against the whole of the Planning Scheme and requires public notification.

1.3.3 RURAL ZONE CODE- RELEVANT PROVISIONS:

- » Buildings and Structures are setback a minimum of 20 metres from a State controlled road and 10 metres from any other road or lot boundary;
- » Tourist uses are small scale and sited in existing cleared areas away from agricultural activities;
- » Tourist uses are sited a minimum of 100 metres clear of any activity that causes detrimental impacts, such as noise, odour and dust.

Tourist accommodation is separated from:

- » Any intensive animal industry by 1000 metres;
- » Any mining activity by 250 metres from a haul route;
- » Any hard rock quarry by 1000 metres; and
- » Any sand or gravel quarry by 200 metres.

1.3.4 GENERAL DEVELOPMENT CODE – RELEVANT PROVISIONS

- » If the site is included in a Flood hazard area or a Bushfire prone area (refer Planning Scheme mapping) development is sited outside the mapped area and at least one evacuation route is provided.
- » Good vehicular access is provided from the road to the development site;
- » Car parking is provided;
- » A potable water supply is provided;
- » An effluent disposal system is provided in accordance with ASNZ 1547 On-Site Domestic Wastewater Management (as amended); and,
- » Stormwater drainage is provided in accordance with FNQROC Regional Development Manual.



02

Croydon

2.1 ACCOMMODATION LICENCES/APPROVAL

Accommodation licences and/or approval to use land for certain station stay accommodation types are typical requirements for station stay businesses. These licences and approvals are administered by each of the local Councils and are regulated by the local Council laws.

2.1.1 ACCOMMODATION IN PERMANENT STRUCTURES (GUEST HOUSE, B&B, CABINS, ETC)

The relevant local laws and subordinate local laws are provided below:

- » Croydon Shire Council – Local Law 1 (Administration) 1999
- » Documents can be accessed via the following link:
- » <https://www.croydon.qld.gov.au/about-council/council-information/local-laws>

2.1.2 ACCOMMODATION IN TEMPORARY STRUCTURES (TENT SITES, CARAVAN SITES, ETC)

The relevant local laws and subordinate local laws are provided below:

- » Croydon Shire Council – Local Law No. 11 (Caravan Parks and Camping) 2000
- » Croydon Shire Council – Subordinate Local Law No. 11 (Caravan Parks and Camping) 2000
- » Documents can be accessed via the following link:
- » <https://www.croydon.qld.gov.au/about-council/council-information/local-laws>

2.2 LICENCE TO ERECT SIGNAGE VISIBLE FROM THE ROAD

If you are planning to erect a sign to promote your station stay business and it is visible from the road then you may need to apply to your local Council for a licence to do so. The requirements for licensing can be found in the local laws and subordinate local laws relevant to each council. Relevant documents:

- » Croydon Shire Council – Local Law 1 (Administration) 1999
- » Documents can be accessed via the following link:
- » <https://www.croydon.qld.gov.au/about-council/council-information/local-laws>

2.3 PLANNING APPROVAL/DEVELOPMENT APPLICATIONS

To determine if a planning application is required it is necessary to determine what land use definition the proposed development falls under. The Tables of Assessment in each Planning Scheme determine whether a planning assessment and/or approval is required, depending upon the zoning of the land.

2.3.1 LAND USE DEFINITIONS

Croydon Shire has a Planning Scheme prepared under the Planning Act 2016 that mandates land use definitions across Queensland. The following land use definitions are applicable to low key tourism ventures on rural properties in this Shire.

Bed & Breakfast

The Home-based business definition applies:

USE TERM	DEFINITION	EXAMPLES	NOT EXAMPLES
Home – based business	A dwelling used for a business activity where subordinate to the residential use.	Bed and breakfast Home office Home based childcare	Hobby, office, shop, warehouse, transport depot

Cabins, Tents and Huts, associated and integrated with conservation, environmental and heritage values

The Nature-based tourism definition applies:

USE TERM	DEFINITION	EXAMPLES	NOT EXAMPLES
Nature-based tourism	<ul style="list-style-type: none">» The use of land or premises for a tourism activity, including tourist and visitor short-term accommodation, that is intended for the conservation, interpretation and appreciation of areas of environmental, cultural or heritage value, local ecosystem and attributes of the natural environment.» Nature-based tourism activities typically:» maintain a nature-based focus or product» promote environmental awareness, education and conservation» carry out sustainable practices.	Environmentally responsible accommodation facilities including lodges, cabins, huts and tented camps	Environment facility

Farm Stay, Cabins, Backpacker's Accommodation, Guesthouse

The Short-term accommodation definition applies:

USE TERM	DEFINITION	EXAMPLES	NOT EXAMPLES
Short-term accommodation	<ul style="list-style-type: none">» Premises used to provide short-term accommodation for tourists or travellers for a temporary period of time (typically not exceeding three consecutive months) and may be self-contained.» The use may include a manager's residence and office and the provision of recreation facilities for the exclusive use of visitors.	Motel, backpacker's accommodation, cabins, service departments, hotel, farm stay	Hostel, rooming accommodation, tourist park

Caravan Park, Camping Ground and Holiday Cabins

The Tourist park definition applies:

USE TERM	DEFINITION	EXAMPLES	NOT EXAMPLES
Tourist Park	<ul style="list-style-type: none">» Premises used to provide for accommodation in caravans, self-contained cabins, tents and similar structures for the public for short term holiday purposes.» The use may include, where ancillary, a manager's residence and office, kiosk, amenity buildings, food & drink outlet, or the provision of recreation facilities for the use of occupants of the tourist park and their visitors, and accommodation for staff.	Camping ground, caravan park, holiday cabins	Relocatable home park, tourist attraction, short-term accommodation, non-resident workforce accommodation

Home based business (Bed and Breakfast)

This category of land use is an accepted development. No planning approval is required, PROVIDED:

1. Staff limited to the owner and 2 employees;
2. Does not exceed more than 3 bedrooms.

If non-compliant with specific criteria 1 & 2, listed above, a Code assessable planning application for Material Change of Use is required to be lodged with Council and will be assessed against the Rural zone code and the General development code.

Nature -based tourism (Cabins, Camping, Parking for RV's and associated with a nature- based tourism experience)

This category of land use is an accepted development subject to requirements. No planning approval is required, PROVIDED:

1. 15 patrons or less; and
2. Compliance with the relevant provisions of the Rural zone code and the General development code.

If non-compliant with specific criteria 1, listed above and the relevant Acceptable outcomes of the Rural zone code and the General development code (i.e. refer to sections 2.3.3 and 2.3.4 below) then a Code assessable planning application for Material Change of Use is required to be lodged with Council.

Short-term accommodation (Farm Stay, Backpackers, Cabins, Motel)

This category of land use is an accepted development subject to requirements. No planning approval is required, PROVIDED:

1. Farm Stay only; and
2. 15 patrons or less; and
3. Compliance with the relevant provisions of the Rural zone code and the General development code.

If non-compliant with specific criteria 1 & 2, listed above and the relevant Acceptable outcomes of the Rural zone code and the General development code (i.e. refer to sections 2.3.3 and 2.3.4 below) then a Code assessable planning application for Material Change of Use is required to be lodged with Council.

Tourist Park – (Camping Ground, Caravan Park and Holiday Cabins)

This category of land use is an accepted development subject to requirements. No planning approval is required, PROVIDED:

1. 15 patrons or less; and
2. Compliance with the relevant provisions of the Rural zone code and the General development code.

If non-compliant with specific criteria 1, listed above, and the relevant Acceptable outcomes of the Rural zone code and the General development code (i.e. refer to sections 2.3.3 and 2.3.4 below) then a Code assessable planning application for Material Change of Use is required to be lodged with Council.

2.3.3 RURAL ZONE CODE – RELEVANT PROVISIONS:

- » Buildings and Structures are setback a minimum of 20 metres from a State controlled road and 10 metres from any other road and lot boundary;
- » Tourist uses are small scale and sited in an existing cleared area away from agricultural activities;
- » Tourist uses are sited a minimum of 100 metres clear of any activity that causes detrimental impacts, such as noise, odour and dust; and,
- » Tourist accommodation is separated from:
 - » Any intensive animal industry by 1000 metres;
 - » Any mining activity by 250 metres from a haul route;
 - » Any hard rock quarry by 1000 metres; and
 - » Any sand or gravel quarry by 200 metres.

2.3.4 GENERAL DEVELOPMENT CODE – RELEVANT PROVISIONS:

- » Good vehicular access is provided from the road to the development site;
- » Car parking is provided;
- » A potable water supply is provided;
- » An effluent disposal system is provided in accordance with ASNZ 1547 On-Site Domestic Wastewater Management (as amended); and,
- » Stormwater drainage is provided in accordance with FNQROC Regional Development Manual.



03

Burke

3.1 ACCOMMODATION LICENCES/APPROVAL

Accommodation licences and/or approval to use land for certain station stay accommodation types are typical requirements for station stay businesses. These licences and approvals are administered by each of the local Councils and are regulated by the local Council laws.

3.1.1 ACCOMMODATION IN PERMANENT STRUCTURES (GUEST HOUSE, B&B, CABINS, ETC)

The relevant local laws and subordinate local laws are provided below:

- » Burke Shire Council – Local Law 1 (Administration) 2013
- » Burke Shire Council – Subordinate Local Law 1 (Administration) 2013
- » Documents can be accessed via the following link:
- » <https://www.burke.qld.gov.au/our-council/local-laws>

3.1.2 ACCOMMODATION IN TEMPORARY STRUCTURES (TENT SITES, CARAVAN SITES, ETC)

The relevant local laws and subordinate local laws are provided below:

- » Burke Shire Council – Local Law 1 (Administration) 2013
- » Burke Shire Council – Subordinate Local Law 1 (Administration) 2013
- » Documents can be accessed via the following link:
- » <https://www.burke.qld.gov.au/our-council/local-laws>

3.2 LICENCE TO ERECT SIGNAGE VISIBLE FROM THE ROAD

If you are planning to erect a sign to promote your station stay business and it is visible from the road then you may need to apply to your local Council for a licence to do so. The requirements for licensing can be found in the local laws and subordinate local laws relevant to each Council.

Relevant local law and subordinate local law:

- » Burke Shire Council – Local Law 1 (Administration) 2013
- » Burke Shire Council – Subordinate Local Law 1 (Administration) 2013
- » Documents can be accessed via the following link:
- » <https://www.burke.qld.gov.au/our-council/local-laws>

3.3 PLANNING APPROVAL/DEVELOPMENT APPLICATIONS

To determine if a planning application is required it is necessary to determine what land use definition the proposed development falls under. The Tables of Assessment in each Planning Scheme determine whether a planning assessment and/or approval is required, depending upon the zoning of the land.

3.3.1 LAND USE DEFINITIONS

Burke Shire has a Planning Scheme prepared under the Planning Act 2016 that mandates land use definitions across Queensland. The following land use definitions are applicable to low key tourism ventures on rural properties in this Shire.

Bed & Breakfast

The Home-based business definition applies:

USE TERM	DEFINITION	EXAMPLES	NOT EXAMPLES
Home – based business	A dwelling used for a business activity where subordinate to the residential use.	Bed and breakfast Home office Home based childcare	Hobby, office, shop, warehouse, transport depot

Cabins, Tents and Huts, associated and integrated with conservation, environmental and heritage values

The Nature-based tourism definition applies:

USE TERM	DEFINITION	EXAMPLES	NOT EXAMPLES
Nature-based tourism	<ul style="list-style-type: none">» The use of land or premises for a tourism activity, including tourist and visitor short-term accommodation, that is intended for the conservation, interpretation and appreciation of areas of environmental, cultural or heritage value, local ecosystem and attributes of the natural environment.» Nature-based tourism activities typically:» maintain a nature-based focus or product» promote environmental awareness, education and conservation» carry out sustainable practices.	Environmentally responsible accommodation facilities including lodges, cabins, huts and tented camps	Environment facility

Farm Stay, Cabins, Backpacker's Accommodation, Guesthouse

The Short-term accommodation definition applies:

USE TERM	DEFINITION	EXAMPLES	NOT EXAMPLES
Short-term accommodation	<ul style="list-style-type: none">» Premises used to provide short-term accommodation for tourists or travellers for a temporary period (typically not exceeding three consecutive months) and may be self-contained.» The use may include a manager's residence and office and the provision of recreation facilities for the exclusive use of visitors.	Motel, backpacker's accommodation, cabins, service departments, hotel, farm stay	Hostel, rooming accommodation, tourist park

Caravan Park, Camping Ground and Holiday Cabins

The Tourist park definition applies:

USE TERM	DEFINITION	EXAMPLES	NOT EXAMPLES
Tourist Park	<ul style="list-style-type: none">» Premises used to provide for accommodation in caravans, self-contained cabins, tents and similar structures for the public for short term holiday purposes.» The use may include, where ancillary, a manager's residence and office, kiosk, amenity buildings, food & drink outlet, or the provision of recreation facilities for the use of occupants of the tourist park and their visitors, and accommodation for staff.	Camping ground, caravan park, holiday cabins	Relocatable home park, tourist attraction, short-term accommodation, non-resident workforce accommodation

3.3.2 LEVELS OF ASSESSMENT – RURAL ZONE:

Home-based business (Bed and Breakfast)

This category of land use is an accepted development. It does not require a planning/development approval, PROVIDED:

1. B&B Gross floor area does not exceed 60m²;
2. B&B is contained within an existing domestic outbuilding or dwelling; and
3. Does not require more than the owner and 2 employees to operate; and
4. No more than 3 bedrooms.

If non-compliant with specific criteria 1, 2, 3, & 4, listed above, then a Code assessable planning application for Material Change of Use is required to be lodged with Council and will be assessed against the Rural zone code and the General development code and the Purpose and Overall outcomes of the two codes.

Nature-based tourism (Cabins, Camping, Parking for RV's and associated with a nature-based tourism experience)

This category of land use is a Code assessable development. It requires a Code assessable planning application for Material Change of Use to be lodged with Council and will be assessed against the Rural zone code and the General development code and the Purpose and Overall outcomes of the two codes.

Short-term accommodation (Farm Stay, Backpackers, Cabins, Motel)

This category of land use is an accepted development. It does not require a planning/development approval, PROVIDED:

1. Farm Stay only;
2. Not more than 5 cabins, each not exceeding 70m² gross floor area; and
3. Located in an existing cleared area that includes a buffer of 50 metres from adjacent vegetation; and
4. Setback from a watercourse by a minimum distance of 100 metres; and
5. Not located in a Flood hazard area or a Bushfire prone area (Council Planning Scheme maps).

If non-compliant with specific criteria 1, 2, 3, 4, & 5, listed above, a Code assessable planning application for Material Change of Use is required to be lodged with Council and will be assessed against the Rural zone code and the General development code and the Purpose and Overall outcomes of the two codes.

Tourist Park – (Camping Ground, Caravan Park and Holiday Cabins).

This category of land use is an Impact assessable development. It requires an Impact assessable planning application for Material Change of Use to be lodged with Council, which will be assessed against the whole of the Planning Scheme and requires public notification.



04 Carpentaria

4.1 ACCOMMODATION LICENCES/APPROVAL

Accommodation licences and/or approval to use land for certain station stay accommodation types are typical requirements for station stay businesses. These licences and approvals are administered by each of the local Councils and are regulated by the local Council laws.

4.1.1 ACCOMMODATION IN PERMANENT STRUCTURES (GUEST HOUSE, B&B, CABINS, ETC)

The relevant local laws and subordinate local laws are provided below:

- » Carpentaria Shire Council – Local Law 1 (Administration) 2015
- » Carpentaria Shire Council – Subordinate Local Law No. 1.11 (Operation of Rental Accommodation) 2015
- » Documents can be accessed via the following link:
- » <https://www.carpentaria.qld.gov.au/council/local-laws>

4.1.2 ACCOMMODATION IN TEMPORARY STRUCTURES (TENT SITES, CARAVAN SITES, ETC)

The relevant local laws and subordinate local laws are provided below:

- » Carpentaria Shire Council – Local Law 1 (Administration) 2015
- » Carpentaria Shire Council – Subordinate Local Law No. 1.6 (Operations of Camping Grounds) 2015
- » Carpentaria Shire Council – Subordinate Local Law No. 1.8 (Operations of Caravan Parks) 2015
- » Documents can be accessed via the following link:
- » <https://www.carpentaria.qld.gov.au/council/local-laws>

4.2 LICENCE TO ERECT SIGNAGE VISIBLE FROM THE ROAD

If you are planning to erect a sign to promote your station stay business and it is visible from the road then you may need to apply to your local Council for a licence to do so. The requirements for licensing can be found in the local laws and subordinate local laws relevant to each Council.

Relevant documents:

- » Carpentaria Shire Council – Local Law 1 (Administration) 2015
- » Carpentaria Shire Council – Subordinate Local Law No. 1.4 (Installation of Advertising Devices) 2015

4.3 PLANNING APPROVAL/DEVELOPMENT APPLICATIONS

NOTE: At the time of preparation of this document, Carpentaria Shire Council was in the process of reviewing its planning scheme with the view to potentially drafting a new version. The reader is advised to exercise caution with respect to the accuracy of the information contained within this section upon the release of any new planning scheme by the Shire. You are encouraged to contact the Carpentaria Shire Council as early as possible in the planning

phase of your station stay venture to discuss the planning schemes in further detail.

To determine if a planning application is required it is necessary to determine what land use definition the proposed development falls under. The Tables of Assessment in each Planning Scheme determine whether a planning assessment and/or approval is required, depending upon the zoning of the land.

4.3.1 LAND USE DEFINITIONS

Carpentaria Shire has a Planning Scheme prepared under the Integrated Planning Act 1997. The following land use definitions are applicable to low key tourism ventures on rural properties in Carpentaria Shire.

Bed & Breakfast

The “Home-based industry” definition applies:

- » This refers to any premises used by persons, resident upon a lot, for the conduct of a business, commercial or professional enterprise within a dwelling house or the curtilage of a dwelling house. A home-based industry may also include bed and breakfast facilities and home-based childcare services referred to home-based industry code.

Low Key Caravan Park, Camping Areas and Homestays

The “Tourism – Minor” definition applies:

- » **“Tourism”** - means the use of premises for the provision of accommodation, homestay, eco-tourism, recreation, shopping or similar facilities used by the general tourist public, the term includes self-contained tourist facilities. The term also includes a caravan park and camping areas.
- » The components of the use are:
 - » **“Tourism-minor”** being tourism involving a facility with accommodation for less than 21 people, including staff; and
 - » **“Tourism-major”** being tourism involving a facility with accommodation for more than 20 people, including staff and being a prescribed application requiring referral coordination.

Guesthouse and Backpacker’s accommodation

The “Accommodation building” definition applies:

- » This refers to the use of premises for residential purposes where there is a common use of some areas, such as cooking, eating or dining facilities such as a boarding house, guesthouse, hostile and home for the aged.

4.3.2 LEVELS OF ASSESSMENT – RURAL ZONE

Home-based industry – (Bed and Breakfast Facilities)

This category of land use is an accepted development. It does not require a planning/development approval, PROVIDED:

1. A maximum of 4 visitors are accommodated; and
2. The B&B is contained within an existing domestic outbuilding or dwelling and occupies no more than 50m² of floor area; and
3. Does not require more than the owner and family members to operate; and
4. The site is serviced by a 60,000L water tank; and
5. A sewerage disposal system is provided; and
6. Electricity and telecommunications are provided.

If non-compliant with specific criteria 1, 2, 3, 4, 5 & 6 listed above, then a Code assessable planning application for Material Change of Use is required to be lodged with Council and will be assessed against Rural zone code, Home- based industry code and General development code.

Tourism:–minor - low key Caravan Park, Camping Areas and Homestays

This category of land use is a Code assessable development. It requires a Code assessable planning application for Material Change of Use to be lodged with Council and will be assessed against the Rural zone code, Tourism code and General development code.

Accommodation building - Guesthouse and Backpacker's accommodation

This category of land use is an Impact assessable development. It requires an Impact assessable planning application for Material Change of Use, to be lodged with Council, which will be assessed against the whole of the Planning Scheme and requires public notification



SECTION THREE

Example Business Plan



This section has been included to provide you with an example of what a business plan for a station stay business *can* look like. It is not intended to be a prescriptive template.

Typically, business plans can be flexible in their composition and the contents may differ depending on what purpose it is required for.

The Queensland Government has created a helpful template that can be used and adapted when the time comes for you to create a business plan. As emphasised on the instruction page within the document, the template is offered as a guide only and users can add, delete or reformat text as they see fit. The template also has links to useful tools to assist you with building your financial forecasts.

The Queensland Government's Business Plan Template can be found via the following link:

<https://www.publications.qld.gov.au/dataset/business-plan-template>



Sample Only

GULF CATTLE STATION SANCTUARY

Business Plan | Prepared August 2020

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Executive Summary

EDITOR'S NOTE

The executive summary sells the concept of your business. It is designed to be read as a stand-alone document – allowing readers to rapidly become acquainted with the full plan without having to read the entire document.

The Gulf Cattle Station Sanctuary is a soon-to-be established station stay nestled in one of the most picturesque landscapes that the Gulf Savannah region has to offer. Located in Etheridge shire, the property is well known among locals for its beauty and history. Not only does it have much to offer in terms of its natural beauty, but it is also a working cattle station that has been operated by the Smith family for over five generations.

The intention to establish the Gulf Cattle Station Sanctuary has been born out of a desire by the present station owners, Amanda and Bert Smith, to offer friendly and traditional Australian outback hospitality in beautiful surroundings. The Sanctuary will offer three accommodation packages, with the first being lodging in the homestead. The homestead is designed to sit as the centrepiece of the entire station stay experience. Two other accommodation options will be available in the newly refurbished worker's cottages for those guests who desire a more private getaway. All of the room offerings will have their own private bathrooms which will include a luxurious spa bath to relax and unwind in.

The Sanctuary will be positioned to be an up-market, all-inclusive offering. Amanda and Bert plan to offer a personalised and authentic experience to all guests. Guests will be personally greeted upon arrival by Amanda who will ensure that their guests needs are catered to during their stay. Gourmet care packages will be provided in each of the guest rooms, which will consist of a bottle of wine along with locally produced cheese and preserves. Guests will be provided with delectable dinner and breakfast offerings for each night they have booked in.

Amanda and Bert are passionate about the prospect of educating their guests on the region, its history and what life on a cattle station is really like. The couple intend to offer their guests the opportunity to participate in various activities. Some of the activities that will be offered to guests include stargazing, dinners by a crackling campfire, guided cattle station tours, river fishing, and wildlife tours.

MARKET

Amanda and Bert will be competing with local B&Bs and motels. While there are several other beautifully presented B&B and station stay offerings scattered throughout the region, none of them share the same level of service offering as the Gulf Cattle Station Sanctuary is designed to provide.

Many of these existing offerings simply provide accommodation for weary travellers seeking a convenient overnight stopover. The Gulf Cattle Station Sanctuary on the other hand will be a destination in its own right, being a place where people travel to and not through. As opposed to competing on cost in the way that most of the existing establishments do, the Gulf Cattle Station Sanctuary will be positioned as an upmarket offering for people seeking out more than just convenience.

Being situated so close to the famous Savannah Way route, the Gulf Cattle Station Sanctuary will cater to the “over 50’s market” who make up a significant share of the drive tourism market. In fact, a 2017 survey commissioned by Gulf Savannah Development showed that 81% of all visitors to the region are aged 50 years or older.

More specifically, the Sanctuary will target “high-value travellers” (HTVs). HVT’s are visitors who spend more than the average traveller on leisure trips. They generally engage in domestic leisure travel, spend more than the average traveller on leisure trips and are interested in the types of leisure experiences Queensland has to offer.

COMPETITIVE EDGE

The Gulf Cattle Station Sanctuary will be differentiated from the competition in several ways. Firstly, Amanda and Bert Smith will go through painstaking efforts in their attention to detail and the level of customer service that they offer. Guests will be impressed with the friendly and authentic outback experience provided by the couple.

The second competitive edge is the attractions and experiences that guests will be able occupy their time with during their stay. The scenery on the property is spectacular and the wildlife are both friendly and inquisitive.

The soon-to-be restored worker’s cottages and homestead will also make for a memorable stay like no other. The decor will be carefully chosen to give guests a sense of authenticity to their experience.

Finally, the proximity to the famous Savannah Way route, along with numerous other nearby attractions will make the Gulf Cattle Station Sanctuary the ideal focal point for any visit to the region.

Company Summary

EDITOR'S NOTE

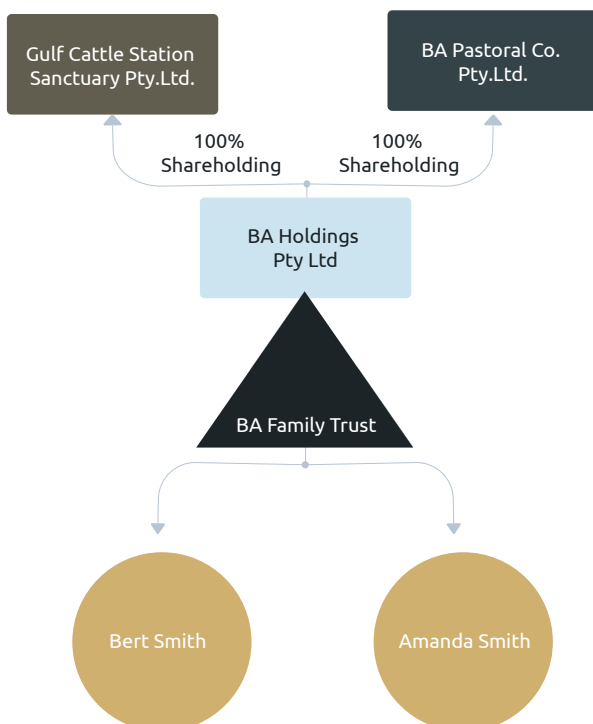
This section outlines what your business is about and how it will be run.

The Gulf Cattle Station Sanctuary will be an upmarket, all-inclusive station stay offering located in one of the most picturesque areas of Etheridge shire. The Sanctuary will provide three accommodation offerings, with the first in a private section of the homestead and the remaining two options in the soon-to-be refurbished worker's cottages. All room offerings will have their own private bathrooms.

The station owners, Bert and Amanda Smith, intend to offer their guests the opportunity to participate in various activities during their stay. Some of the activities that will be offered to guests include stargazing, dinners by a crackling campfire, guided cattle station tours, river fishing, and wildlife tours.

OWNERSHIP & STRUCTURE

On the guidance of Bert and Amanda's accountant and lawyer, the couple have chosen to adopt an ownership structure that is reflected in the diagram below. The intention of this structure is to afford an appropriate level of asset protection between the individual businesses the couple operates, as well as their own personal assets.



The Gulf Cattle Station Sanctuary is a proprietary limited company (Gulf Cattle Station Sanctuary Pty. Ltd.) sited on a pastoral lease. Bert and Amanda are both directors of Gulf Cattle Station Sanctuary.

The Gulf Cattle Station Sanctuary is a wholly owned subsidiary of BA Holdings Pty. Ltd. as the trustee of BA Family Trust ("the BA Family Trust"). The BA Family Trust also holds 100% shareholding in Bert and Amanda's existing pastoral business, BA Pastoral Co. Pty. Ltd.

Bert and Amanda are the directors of BA Holdings Pty. Ltd., and both the appointers and the beneficiaries of the BA Family Trust.

MANAGEMENT

Bert and Amanda Smith own and operate the Gulf Cattle Station Sanctuary. The couple will spend the first three years as the only workers in the business. Bert will be responsible for the outside maintenance of the grounds and of the rooms. He will also be responsible for taking guests on tours of the property. Amanda will organize the day-to-day operations on the inside and handle reservations. Both Bert and Amanda will promote the Sanctuary through the advertising methods discussed in the marketing strategy section. Amanda is also a highly skilled cook and will be responsible for the preparing and cooking the guest's food.

Given that they are supported to a degree by the income generated from the main cattle station, Bert and Amanda have chosen not to draw a salary and will instead distribute profits in the form of dividends at the start of each new year of operation.

MISSION

The Mission of the Gulf Cattle Station Sanctuary is to provide the finest station stay experience in one of the most serene but authentic settings that the region has to offer. Each guest will be treated as if they were part of the family. When guests arrive at the property, we want them to leave their city worries behind and experience the true glory that the outback has to offer.

OBJECTIVES

The objectives of the Gulf Cattle Station Sanctuary for the first three years of operation include:

- » To create a station stay experience whose primary goal is to exceed our guest's expectations.
- » Generate a customer satisfaction rate above 90%.
- » To develop a sustainable business that can survive off its own cash flow.

KEYS TO SUCCESS

To succeed, the Gulf Cattle Station Sanctuary will strive to achieve the following:

- » Guests experience first class facilities;
- » Each guest feels like our top priority;
- » Marketing and social media platforms are effectively used and managed to position the Retreat as the best station stay in the region;
- » Maintain sound financial management of the venture; and,
- » Continuous improvement based on benchmarking and customer feedback.



Services

EDITOR'S NOTE

The services section of your business plan provides details on what you intend to offer to your guests. Use this opportunity to spell out key features and benefits of service you offer to potential guests.

It is important to note here that in the design phase of the Sanctuary's offerings, Amanda and Bert completed visits to a number of station stays in Queensland, Western Australia and the Northern Territory. This included stays at camping-only sites, camping and caravan sites and a number of experiences in the B&B station stays. Both agreed that their preference would be for a B&B-style offering.

The reasons for this were as follows:

- » The type and availability of existing rooms
- » No need for kitchen renovations
- » The manageability of lower guest numbers
- » Quality of the experience for both host and guest

Accordingly, The Gulf Cattle Station Sanctuary will offer three up-market accommodation offerings with the Sanctuary's main attraction being lodging in the homestead. The homestead will sit as the centrepiece of the entire station stay experience, providing guests with the most authentic cattle station experience. Two other accommodation options will be available in the newly refurbished worker's cottages for those guests who desire a more private getaway. All room offerings will have their own private bathrooms which will include a luxurious spa bath to relax and unwind in.

The Sanctuary will provide accommodation as all-inclusive offering. Bert and Amanda intend to offer a personalised and authentic experience to all guests. Guests will be personally greeted upon arrival and gourmet care packages will be provided in each of the guest rooms, consisting of a bottle of wine along with locally produced cheese and preserves. They will also be provided with delectable dinner and breakfast offerings for each night they have booked in.

For those guests who will be seeking out additional experiences, Amanda and Bert also intend on offering guests the opportunity to participate in various activities. The activities on offer will be ever evolving, but may include stargazing, dinners by a crackling campfire, guided cattle station tours, river fishing, and wildlife tours.

Market Analysis

EDITOR'S NOTE

Gather all of your research and data on the market and construct a clear narrative that will help you to develop strategies to attract guests. These strategies will be based on what you find out about the market, your customers and your competition.

SUMMARY

The Gulf Cattle Station Sanctuary's target market strategy is based on becoming a destination of choice for people traversing the Savannah Way route who are looking for one of the most pristine, relaxing and authentic places to both recharge and share new experiences.

Given the Sanctuary's proximity to the Savannah Way route, the target market that Amanda and Bert are going to pursue are the "over 50's market". More specifically, the Sanctuary will target "high-value travellers" (HVTs) - being visitors who spend more money than the average traveller on leisure trips.

This demographic makes up a significant share of the drive tourism market in the region. Amanda and Bert envisage that people in this age group will be able take the time to appreciate all that the sprawling property has to offer and will leave being satisfied that they learnt new things whilst having their every need catered to.

MARKET SEGMENTATION

Market Segments

The profile of the Sanctuary's customers consists of the following geographic and demographic information.

Geographics

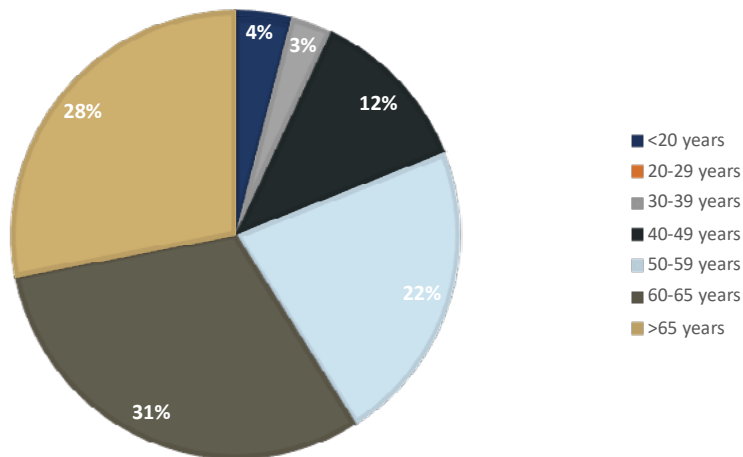
- » Intrastate (i.e. originating from Queensland)
- » Interstate
- » International

Demographics

- » 50 years and older.
- » Male and female.
- » Individuals and couples.
- » Travelling without children.
- » Majority are retirees, with more time on their hands

The following chart presents results of a 2017 survey commissioned by Gulf Savannah Development, demonstrating that 81% of all visitors to the region are aged 50 years or older.

Age group of visitors



Bert and Amanda are targeting the over 50's market who comprise most visitors to the region. In fact, the typical customer profile aligns well with the characteristics of a segment of (HVTs). The relevant subset of HVTs for the Gulf Cattle Station Sanctuary are the inter- and intra-state "Over 50's travelling without children". There are approximately 2 million of these travellers who holiday within Queensland each year. Many are retired with more spare time on their hands to pursue different interests. Most of these travellers tend to prefer exploring places at their own pace, often holidaying for more than 2 weeks at a time. They typically seek out food, wine, history, heritage and learning experiences, which are all well aligned to the Gulf Cattle Station Sanctuary offering.

COMPETITION AND BUYING PATTERNS

Amanda and Bert will be competing with local B&Bs and motels. The general attributes of these are:

B&B's

- » Typically, B&B's have a set of unique features that make them stand out in some way, however, the quality of the offering can vary considerably between establishments. On average, most B&Bs have only one or two rooms.
- » B&Bs typically differentiate themselves through the personal service they provide. The higher quality establishments usually include a gourmet breakfast consisting of an elaborate spread of homemade delights.

Motels

- » Motels are generally much more sterile in character compared to B&Bs. The rooms generally have the same look and feel throughout the establishment.
- » The motel operator typically has minimal interactions with guests, which mostly involves check in and check out. This contrasts with B&Bs where guests are encouraged to socialise with operators and other guests.

While there are several other beautifully presented B&B and station stay offerings scattered throughout the region, none of them share the same level of service offering as the Gulf Cattle Station Sanctuary is intended to provide. Many of these existing offerings simply provide accommodation for weary travellers seeking a convenient overnight stopover. The Gulf Cattle Station Sanctuary on the other hand will be a destination in its own right, being a place where people travel to and not through. As opposed to competing on cost in the way that most of the existing establishments do, the Gulf Cattle Station Sanctuary will be positioned as an upmarket offering for people seeking out more than just convenience.

Strategy & Implementation

EDITOR'S NOTE

Now that you have a clear picture of the market, customers and your competition, use this section to outline what you will do attract your guests. It's useful to first take an honest look at your own business using tools such as a SWOT analysis. Doing so will enable you to then formulate effective strategies to leverage your strengths.

SUMMARY

The Gulf Cattle Station Sanctuary will be relying on online media channels (e.g. website and social media), printed brochures and membership in associations to attract prospective customers initially. Amanda and Bert will also closely manage their brand on user-generated sites such as TripAdvisor and will use their website as a complete source of information about their offering.

SWOT Analysis



The following SWOT analysis provides an opportunity to examine the internal strengths and weaknesses the Gulf Cattle Station Sanctuary must address, whilst also highlighting potential opportunities and threats presented to the business.

Amanda and Bert's Station Stay will have a strong inventory of strengths that will help it succeed. As presented in the figure above, major strengths include: (i) proximity to major local attractions,

(ii) the quality and history of the homestead, (iii) the natural beauty of the property, and (iv) the many activities that the guests can experience. The opportunities presented to the business in the medium to long-term encompass various cross promotional and collaborative activities with nearby tourism operators to drive increased exposure and sales, as well as the eventual establishment of additional revenue streams through glamping options and direct sales of locally produced goods.

It is also equally as important to realise the weaknesses and threats posed to the business that must be addressed. These weaknesses include: (i) low current brand awareness, (ii) closure during the low season causing lumpy cashflow, (iii) high purchasing costs, and (iv) difficulty sourcing labour. The threats posed to the company include extreme external events that cause disruptions to normal business, as well as the difficulties associated with local competition in the nearby vicinity and new entrants to the market. Amanda and Bert intend to mitigate the negative impact of competition by developing cross-selling opportunities with nearby establishments.

COMPETITIVE EDGE

The Gulf Cattle Station Sanctuary will be designed to have many distinct advantages that differentiates it from the competition. Firstly, Amanda and Bert Smith will go through painstaking efforts in their attention to detail and the level of customer service that they offer. No request will ever be too small, such as breakfast in bed or in the guest's room.

The second competitive edge will be the attractions and experiences that guests can occupy their time with during their stay. The scenery is spectacular, and the wildlife are both friendly and inquisitive. Amanda and Bert intend to continuously evolve the experiences on offer, not just based on the valuable feedback provided by guests, but also to keep the offering fresh and appealing for return visitors.

The soon-to-be restored worker's cottages and homestead will also make for a memorable stay like no other. The decor will be carefully chosen to give guests a sense of authenticity to their experience.

Finally, the proximity to the famous Savannah Way route, along with numerous other nearby attractions will make the Gulf Cattle Station Sanctuary the ideal focal point for any visit to the region.

MARKETING STRATEGY

Amanda and Bert have a multi-pronged approach towards marketing that centres around the product offering itself, the prices commanded and the choice of advertising.

Product & Price

The Gulf Cattle Station Sanctuary is designed to be distinctive by nature. Customers will notice the attention to detail and the painstaking efforts that Bert and Amanda go through to ensure the highest levels of customer service. The interesting attractions and experiences that guests will be able to occupy their time with will also not go unnoticed. The soon-to-be restored worker's cottages and homestead will provide a level of comfort, luxury and authenticity that will make the customer feel cared for.

This is not a station stay that is designed to compete on cost.

The Sanctuary is designed to be an upmarket offering, and this will be reflected in the pricing. The pricing is deliberately chosen to differentiate the business from nearby offerings.

Advertising

The Sanctuary's advertising efforts will be chosen carefully to deliver the best value to the business. The ultimate goal is to establish a reputation and positioning that is driven largely through word-of-mouth recommendations and user-generated content. To achieve this, the following channels will be used:

1. Search engine optimised website.
2. Printed brochures to be displayed at visitor centres.
3. Representation at trade shows via membership with key associations.
4. User-generated sites (e.g. TripAdvisor, Facebook Reviews, Google Reviews) where Amanda and Bert will actively build and maintain a positive image of the business.

SALES STRATEGY

The Gulf Cattle Station Sanctuary will have much to celebrate in terms of its exceptional offerings. Amanda and Bert take the view that the best approach towards converting sales is to provide the prospective guest with as much honest information as they want and need. The couple have every confidence that most customers will be sold on how spectacular the property is or how much character and luxury is incorporated into the accommodation.

Amanda and Bert's sales strategy focuses on the following key aspects:

Being attentive and flexible to customer calls of inquiry.

The couple have committed to be willing to spend more than enough time on the phone with prospective clients. Amanda and Bert take the view that the more time they can spend on the

phone with inquiries, the more likely they will be able to turn callers into customers. Both Amanda and Bert have mobile phones that enquiries will be directed to if the office is unattended.

A highly informative and aesthetically appealing website.

A survey conducted by Gulf Savannah Development (GSD) in 2017 found that 94.5% of visitors to the region relied on the use of a smart phone whilst travelling. This suggests that most prospective customers have access to the internet to research their upcoming stay. This usage is compelling enough to have a comprehensive smartphone-optimised website that offers enough information to allow the visitor to decide on staying at the Gulf Cattle Station Sanctuary.

Amanda and Bert intend on the website being highly visual and information rich. They intend to include a 3D walk-through tour allowing people to see the different bedrooms as well as common areas. Online pricing and reservations will also be available as well as a resource page that details the different activities in the area.

Even though the couple would like to encourage people to call with questions, if customers choose not to then they will be able to have answers to almost all questions via access to the website.

Social Media Management

The 2017 GSD Survey also found that approximately 57% of visitors research and plan for their holiday through TripAdvisor. Amanda and Bert intend to establish their own profile on the platform, including appealing images and direct links to the Gulf Cattle Station Sanctuary's website. They will also monitor the platform in the evening to respond to any queries or manage any feedback.

SALES FORECAST

Bert and Amanda's property will have three different accommodation offerings that will attract revenue for the business. The first three months of the financial year will be used to refurbish the homestead and worker's cottage rooms as well as ensuring all approvals are completed, as necessary. By April 2021, Amanda and Bert's station stay business will be ready to go, coinciding well with the start of the peak tourism season. The couple will have already been advertising heavily to promote the business, becoming a member of key Associations such as Bed and Breakfast and Farmstay Queensland and having a fully functional website and social media presence. Upon commencement, Amanda and Bert expect that the Gulf Cattle Station Sanctuary brand will be attracting many tourists visiting for the peak season, albeit at a lower occupancy rate than what they expect in subsequent years.

Consistent with the advice from various associations within the region, Amanda and Bert expect an approximate average occupancy rate of 35% per year. Of course, this is an average figure, and the

occupancy is likely to vary according to the peak/off-peak season. Accordingly, Bert and Amanda are estimating that the occupancy will be as high as 70% in the peak season, falling to 0% in the off-peak season (November to March) when the business is closed to visitors.

During the first three years of operation, the occupancy is expected to grow each year. Given that the Gulf Cattle Station Sanctuary is a premium offering with a significant competitive edge, Amanda and Bert expect that the average occupancy rate will eventually exceed the 35% industry average. By the second year, the couple are confident that they can attract a 45% occupancy rate, which will plateau at a 48% rate thereafter.

The station stay packages are priced on a sliding scale according to the time of the year. The Homestead will be offered at \$550 per night in the first and last two months of the open season, and at \$600 per night for the months in between. One of the worker's cottages is slightly larger than the remaining cottage. The larger worker's cottage will be priced in the same way as the Homestead. The remaining worker's cottage will be priced at \$450 per night at commencement and conclusion of the open season, and \$500 in the months in between.

Revenue Forecast Table

	2022	2023	2024
Revenue			
Homestead Accommodation	\$87,100	\$109,375	\$118,300
Worker's Cottage #1	\$85,450	\$106,250	\$118,300
Worker's Cottage #2	\$55,650	\$75,000	\$93,500
Total Revenue	\$228,200	\$290,625	\$330,100
Direct Costs			
Cost of Service (Food, welcome packages, laundry costs, etc)	\$68,460	\$87,188	\$99,030
Direct Labor			
Total Direct Costs	\$68,460	\$87,188	\$99,030
Gross Margin	\$159,740	\$203,438	\$231,070
Total Direct Costs	70%	70%	70%

Financial Plan

EDITOR'S NOTE

Not only is the financial plan important to show potential financiers that you have a commercially viable business, but it will also serve as a useful benchmark for you as your business evolves. Refer to it frequently to check if your business is growing as you had originally planned.

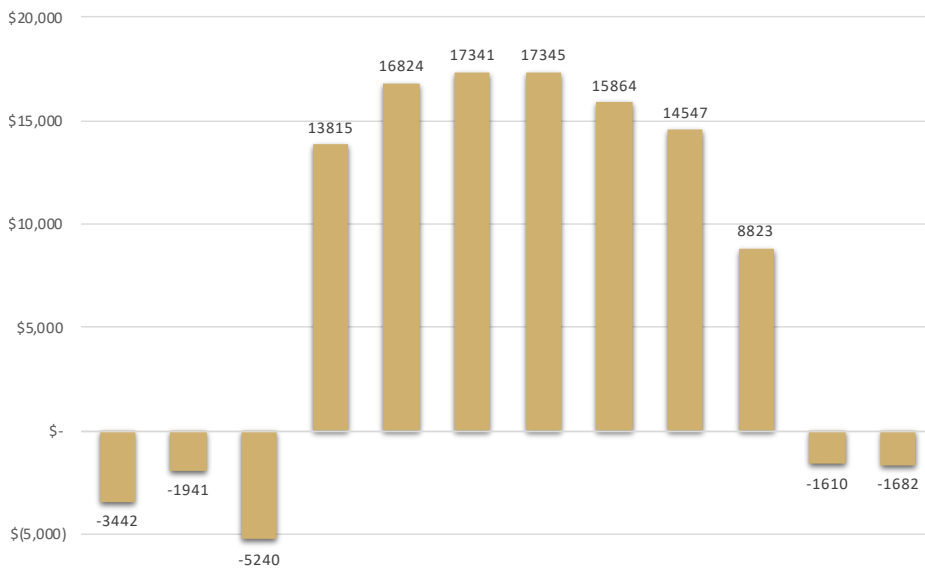
KEY ASSUMPTIONS

- » \$85,000 capex spend on improvements and business setup (e.g. building renovations, beds, curtains, rugs, tables, chairs, glassware, TVs, office furniture, website, computers)
- » Accommodation packages are inclusive of dinner, breakfast and tour participation. Guests receive welcome packages with locally made soaps, toothbrushes, toothpaste, bottle of wine, tea & coffee.
- » Amanda and Bert will not draw a salary. They will instead be paid dividends at the commencement of each year after the first year of operation. They expect to receive a \$60,000 dividend in the second year and an \$90,000 dividend in the third year. The couple expect to be in a good financial position at the commencement of year 4, at which point the business will be contributing significantly to the family's finances. In the early years, they intend to use the cattle station income to support themselves whilst the business establishes its presence.
- » Amanda and Bert have contributed \$40,000 towards establishment and will finance another \$60,000 through a bank loan.
- » The bank loan is a 10-year loan at 6% interest.
- » Leasehold improvements are depreciated on a straight-line basis over a 40-year period, building furnishings over a 10-year period, whilst the website, TV, electronic equipment and office equipment have been depreciated over a 5-year period.
- » On the advice of an insurance broker, Amanda and Bert have allocated a \$6,000 premium for an appropriate level of public liability insurance. They have used a conservative estimate for premium increases of 10% per annum.

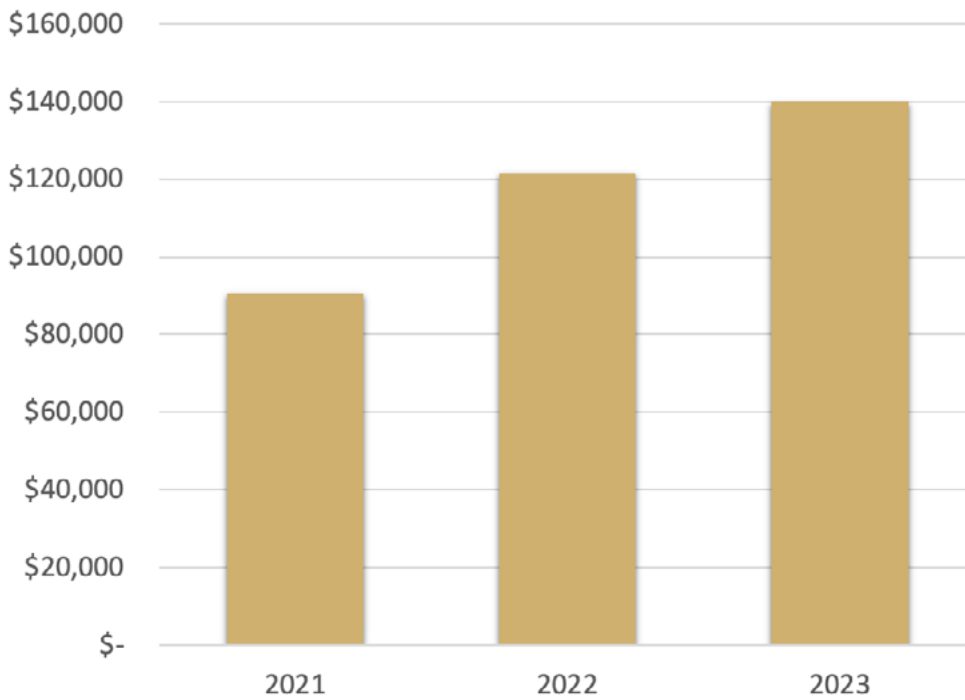
Projected Profit and Loss

	2021	2022	2023
Revenue	\$228,200	\$290,625	\$330,100
Direct Costs	\$68,460	\$87,188	\$99,030
Gross Margin	\$159,740	\$203,438	\$231,070
Gross Margin %	70%	70%	70%
Operating Expenses			
Repairs and Maintenance	\$4,650	\$5,000	\$5,500
Advertising	\$2,200	\$2,900	\$3,300
Memberships	\$300	\$300	\$300
Office Expenses	\$550	\$600	\$650
Legal & Accounting	\$4,500	\$2,500	\$2,750
Insurance	\$5,000	\$6,600	\$7,250
Supplies	\$2,650	\$3,000	\$3,250
Utilities	\$3,900	\$4,250	\$4,700
Phone & internet	\$3,300	\$3,600	\$3,900
License renewals and business admin fees	\$2,000	\$2,200	\$2,400
Total Operating Expenses	\$29,050	\$30,950	\$34,000
Operating Income	\$130,690	\$172,488	\$197,070
Interest Incurred	\$3,198	\$3,222	\$2,929
Depreciation and Amortization	\$5,000	\$5,000	\$5,000
Gain or Loss from Sale of Assets			
Income Taxes	\$31,848	\$42,709	\$49,177
Total Expenses	\$137,556	\$169,069	\$190,135
Net Profit	\$90,644	\$121,556	\$139,965
Net Profit / Sales	40%	42%	42%

Net Profit (Or Loss) By Month



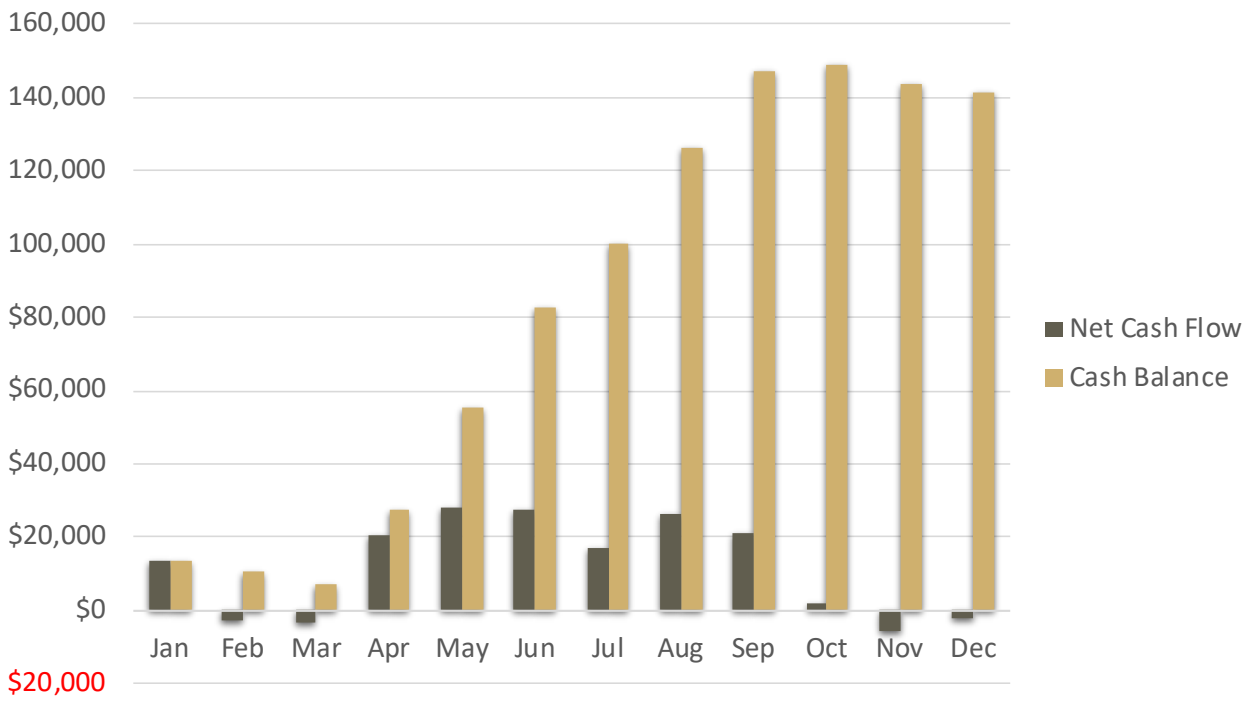
Net Profit (Or Loss) By Year



Projected Cash Flow Statement

	2021	2022	2023
Net Cash Flow from Operations			
Net Profit	\$90,644	\$121,556	\$139,965
Depreciation & Amortization	\$5,000	\$5,000	\$5,000
Change in Accounts Receivable	\$0	\$0	\$0
Change in Accounts Payable	\$788	\$4,121	\$588
Change in Income Tax Payable	\$31,848	\$10,861	\$6,468
Change in Sales Tax Payable	\$2,100	\$5,125	\$935
Net Cash Flow from Operations	\$130,380	\$146,663	\$152,956
Investing & Financing			
Assets Purchased or Sold	(\$85,000)		
Net Cash from Investing	(\$85,000)		
Investments Received	\$40,000		
Dividends & Distributions	\$0	(\$60,000)	(\$90,000)
Change in Short-Term Debt	\$4,769	\$294	\$312
Change in Long-Term Debt	\$51,102	(\$5,064)	(\$5,376)
Net Cash from Financing	\$95,872	(\$64,769)	(\$95,064)
Cash at Beginning of Period	\$0	\$141,252	\$223,145
Net Change in Cash	\$141,252	\$81,893	\$57,892
Cash at End of Period	\$141,252	\$223,145	\$281,037

Cash Flow By Month



Projected Balance Sheet

	2021	2022	2023
Cash	\$141,252	\$223,145	\$281,037
Accounts Receivable	\$0	\$0	\$0
Total Current Assets	\$141,252	\$223,145	\$281,037
Long-Term Assets	\$85,000	\$85,000	\$85,000
Accumulated Depreciation	(\$5,000)	(\$10,000)	(\$15,000)
Total Long-Term Assets	\$80,000	\$75,000	\$70,000
Total Assets	\$221,252	\$298,145	\$351,037
Accounts Payable	\$788	\$4,908	\$5,497
Income Taxes Payable	\$31,848	\$42,709	\$49,177
Sales Taxes Payable	\$2,100	\$7,225	\$8,160
Short-Term Debt	\$4,769	\$5,064	\$5,376
Total Current Liabilities	\$39,505	\$59,906	\$68,209
Long-Term Debt	\$51,102	\$46,039	\$40,663
Long-Term Liabilities	\$51,102	\$46,039	\$40,663
Total Liabilities	\$90,607	\$105,945	\$108,872
Paid-In Capital	\$40,000	\$40,000	\$40,000
Retained Earnings	\$0	\$30,644	\$62,200
Earnings	\$90,644	\$121,556	\$139,965
Total Owner's Equity	\$130,644	\$192,200	\$242,165
Total Liabilities & Equity	\$221,252	\$298,145	\$351,037

Total Operating Expenses	\$3,025	\$1,225	\$4,525	\$2,375	\$2,175	\$2,175	\$4,175	\$2,075	\$2,075	\$2,075	\$1,475	\$1,575
Operating Income	(\$3,025)	(\$1,225)	(\$4,525)	\$15,650	\$24,145	\$24,145	\$22,145	\$12,625	\$20,360	\$12,625	(\$1,475)	(\$1,575)
Interest Incurred		\$300	\$298	\$297	\$294	\$293	\$289	\$287	\$287	\$285	\$284	\$281
Depreciation and Amortization	\$417	\$416	\$417	\$417	\$416	\$417	\$416	\$417	\$417	\$417	\$416	\$417
Income Taxes	\$0	\$0	\$0	\$1,122	\$5,910	\$6,094	\$5,575	\$5,110	\$5,110	\$3,100	(\$565)	(\$591)
Total Expenses	\$3,442	\$1,941	\$5,240	\$11,935	\$19,776	\$20,259	\$21,736	\$17,503	\$17,503	\$12,177	\$1,610	\$1,682
Net Profit	(\$3,442)	(\$1,941)	(\$5,240)	\$13,815	\$16,824	\$17,341	\$15,864	\$14,547	\$14,547	\$8,823	(\$1,610)	(\$1,682)
Net Profit / Sales				54%	46%	46%	42%	45%	45%	42%		

Revenue			
Homestead Accommodation	\$87,100	\$109,375	\$118,300
Worker's Cottage #1	\$85,450	\$106,250	\$118,300
Worker's Cottage #2	\$55,650	\$75,000	\$93,500
Total Revenue	\$228,200	\$290,625	\$330,100
Direct Costs			
Cost of Service (Food, welcome packages, laundry costs, etc)	\$68,460	\$87,188	\$99,030
Total Direct Costs	\$68,460	\$87,188	\$99,030
Gross Margin	\$159,740	\$203,438	\$231,070
Gross Margin %	70%	70%	70%
Operating Expenses			
Repairs and Maintenance	\$4,650	\$5,000	\$5,500
Advertising	\$2,200	\$2,900	\$3,300
Memberships	\$300	\$300	\$300
Office Expenses	\$550	\$600	\$650
Legal & Accounting	\$4,500	\$2,500	\$2,750
Insurance	\$5,000	\$6,600	\$7,250
Supplies	\$2,650	\$3,000	\$3,250
Utilities	\$3,900	\$4,250	\$4,700
Phone & internet	\$3,300	\$3,600	\$3,900
License renewals and business admin fees	\$2,000	\$2,200	\$2,400
Total Operating Expenses	\$29,050	\$30,950	\$34,000
Operating Income	\$130,690	\$172,488	\$197,070
Interest Incurred	\$3,198	\$3,222	\$2,929
Depreciation and Amortization	\$5,000	\$5,000	\$5,000
Income Taxes	\$31,848	\$42,709	\$49,177
Total Expenses	\$137,556	\$169,069	\$190,135
Net Profit	\$90,644	\$121,556	\$139,965
Net Profit / Sales	40%	42%	42%

Balance Sheet (With Monthly Detail)

2021	Jan '21	Feb '21	Mar '21	Apr '21	May '21	June '21	July '21	Aug '21	Sept '21	Oct '21	Nov '21	Dec '21
Cash	\$13,488	\$10,697	\$7,156	\$27,502	\$55,469	\$82,858	\$100,102	\$126,341	\$147,357	\$149,034	\$143,443	\$141,252
Accounts Receivable	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Current Assets	\$13,488	\$10,697	\$7,156	\$27,502	\$55,469	\$82,858	\$100,102	\$126,341	\$147,357	\$149,034	\$143,443	\$141,252
Long-Term Assets	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000
Accumulated Depreciation	(\$417)	(\$833)	(\$1,250)	(\$1,667)	(\$2,083)	(\$2,500)	(\$2,917)	(\$3,333)	(\$3,750)	(\$4,167)	(\$4,583)	(\$5,000)
Total Long-Term Assets	\$84,583	\$84,167	\$83,750	\$83,333	\$82,917	\$82,500	\$82,083	\$81,667	\$81,250	\$80,833	\$80,417	\$80,000
Total Assets	\$98,071	\$94,863	\$90,906	\$110,835	\$138,385	\$165,358	\$182,185	\$208,007	\$228,607	\$229,867	\$223,859	\$221,252
Accounts Payable	\$1,513	\$613	\$2,263	\$5,050	\$6,578	\$6,728	\$6,728	\$7,728	\$5,845	\$4,188	\$738	\$788
Income Taxes Payable	\$0	\$0	\$0	\$1,122	\$7,032	\$13,126	\$19,219	\$24,794	\$29,904	\$33,004	\$32,439	\$31,848
Sales Taxes Payable	\$0	\$0	\$0	\$2,575	\$6,235	\$9,995	\$3,760	\$7,520	\$10,725	\$2,100	\$2,100	\$2,100
Short-Term Debt	\$4,515	\$4,537	\$4,560	\$4,583	\$4,606	\$4,629	\$4,652	\$4,675	\$4,699	\$4,722	\$4,746	\$4,769
Total Current Liabilities	\$6,027	\$5,150	\$6,823	\$13,330	\$24,450	\$34,477	\$34,358	\$44,717	\$51,173	\$44,014	\$40,022	\$39,505
Long-Term Debt	\$55,485	\$55,097	\$54,706	\$54,314	\$53,919	\$53,523	\$53,124	\$52,724	\$52,322	\$51,917	\$51,511	\$51,102
Long-Term Liabilities	\$55,485	\$55,097	\$54,706	\$54,314	\$53,919	\$53,523	\$53,124	\$52,724	\$52,322	\$51,917	\$51,511	\$51,102
Total Liabilities	\$61,513	\$60,247	\$61,529	\$67,644	\$78,369	\$88,000	\$87,483	\$97,441	\$103,494	\$95,931	\$91,533	\$90,607
Paid-In Capital	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Retained Earnings	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Earnings	(\$3,442)	(\$5,383)	(\$10,623)	\$3,192	\$20,016	\$37,357	\$54,702	\$70,566	\$85,113	\$93,936	\$92,326	\$90,644
Total Owner's Equity	\$36,558	\$34,617	\$29,377	\$43,192	\$60,016	\$77,357	\$94,702	\$110,566	\$125,113	\$133,936	\$132,326	\$130,644
Total Liabilities & Equity	\$98,071	\$94,863	\$90,906	\$110,835	\$138,385	\$165,358	\$182,185	\$208,007	\$228,607	\$229,867	\$223,859	\$221,252